

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

SECRETARY'S MEMORANDUM NO. 1567

Proposed Transfer of Functions Incident to Reorganization
and Change in Agency Name

1. Functions shifted between agencies. In a continuing effort for more effective organization and improved manpower utilization, and to strengthen and more closely coordinate the consumer protective and marketing service activities of the Department, the Department proposes to transfer to the Agricultural Marketing Service the following functions and delegations of authority:

- a. From the Agricultural Research Service - All of the functions administered by the Meat Inspection Division thereof including administration of the Meat Inspection Act (21 U.S.C. 74 et seq.); The Horse Meat Act (21 U.S.C. 96); The Humane Slaughter Act (7 U.S.C. 1901 et seq.); The Process and Renovated Butter Act (26 U.S.C. 4817-4818); The Meat Import Act (Section 306 of the Tariff Act (19 U.S.C. 1306 (b) & (c) and Section 203 (h) and (n) of the Agricultural Marketing Act of 1946 (7 U.S.C. 1622).
- b. From the Agricultural Stabilization and Conservation Service - The warehouse examination functions of that Service, but this does not include the functions of inventory management.

2. Change in agency name. In connection with this reassignment of functions the name of the Agricultural Marketing Service would be changed to the Consumer and Marketing Service.

3. Incidental transfers. The Assistant Secretary for Administration will approve such transfers of funds, records, property, space and personnel as are involved in the organizational assignments made in this Memorandum.

4. Public notice. In accordance with Reorganization Plan No. 2 of 1953, which became effective June 4, 1953, under terms of the Reorganization Act of 1949 as amended (5 U.S.C. 133z), the Department is giving advance public notice of delegation of functions proposed to be made and will afford interested persons and groups opportunity to place before the Department their views with respect to the organization adjustments to be made. In order to be considered, comments must be received by February 1, 1965.

Quill L. Furman

ORGANIZATION 1 (A.M.S.)

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C.

February 8 1965

SECRETARY'S MEMORANDUM NO. 1567, SUPPLEMENT 1

Transfer of Functions Incident to Reorganization
and Change in Agency Name

1. Reorganization Made Effective. Secretary's Memorandum No. 1567, of January 4, 1965, announced a proposal to transfer meat inspection and warehouse inspection functions and delegations of authority to the Agricultural Marketing Service. It also proposed to change the name of that agency to the Consumer and Marketing Service. Interested persons and groups were invited to submit, by February 1, 1965, their views and comments on these proposals. This procedure was adopted in accordance with Reorganization Plan No. 2 of 1953, which became effective June 4, 1953, under terms of the Reorganization Act of 1949, as amended (5 U.S.C. 133z).

Numerous comments and suggestions received have been carefully reviewed and fully considered. In the interest of more effective operations, the transfer of functions specified in Secretary's Memorandum No. 1567 will be made as follows:

a. Effective February 8, 1965 all the functions administered by the Meat Inspection Division of the Agricultural Research Service are ~~will be~~ transferred to the Agricultural Marketing Service;

b. Effective April 1, 1965 warehouse examination functions administered in the Agricultural Stabilization and Conservation Service will be transferred to the Agricultural Marketing Service.

2. Incidental Transfers. The Assistant Secretary for Administration will approve such transfer of funds, records, property, space, and personnel as are involved in the organizational assignments made in this memorandum.

3. Change in Agency Name. Effective immediately the name of the Agricultural Marketing Service is changed to the Consumer and Marketing Service. Any orders, rules, and regulations heretofore issued by the Agricultural Marketing Service, or by other Department officials in relation to activities of the Agricultural Marketing Service, or other functions affected by this Memorandum, shall continue in full force and effect under the Consumer and Marketing Service. The agency will continue under the general direction and supervision of the Assistant Secretary for Marketing and Consumer Services.

Quill L. Furman

February 8, 1967

SECRETARY'S MEMORANDUM NO. 1567, SUPPLEMENT 1

Transfer of Functions Incident to Reorganization
and Change in Agency Name

1. Reorganization Made Effective. Secretary's Memorandum No. 1567, of January 4, 1967, announced a proposal to transfer meat inspection and warehouse inspection functions and delegations of authority to the Agricultural Marketing Service. It also proposed to change the name of that agency to the Consumer and Marketing Service. Interested persons and groups were invited to submit, by February 1, 1967, their views and comments on these proposals. This procedure was adopted in accordance with Reorganization Plan No. 2 of 1953, which became effective June 4, 1953, under terms of the Reorganization Act of 1949, as amended (5 U.S.C. 1332).

Numerous comments and suggestions received have been carefully reviewed and fully considered. In the interest of more effective operations, the transfer of functions specified in Secretary's Memorandum No. 1567 will be made as follows:

a. Effective February 8, 1967 all the functions administered by the Meat Inspection Division of the Agricultural Research Service are transferred to the Agricultural Marketing Service;

b. Effective April 1, 1967 warehouse examination functions administered in the Agricultural Stabilization and Conservation Service will be transferred to the Agricultural Marketing Service.

2. Incidental Transfers. The Assistant Secretary for Administration will approve such transfer of funds, records, property, space, and personnel as are involved in the organizational assignments made in this memorandum.

3. Change in Agency Name. Effective immediately the name of the Agricultural Marketing Service is changed to the Consumer and Marketing Service. Any orders, rules, and regulations heretofore issued by the Agricultural Marketing Service, or by other Department officials in relation to activities of the Agricultural Marketing Service, or other functions effected by this Memorandum, shall continue in full force and effect under the Consumer and Marketing Service. The agency will continue under the general direction and supervision of the Assistant Secretary for Marketing and Consumer Services.



UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

22
January 11 1965

SECRETARY'S MEMORANDUM NO. 1568

Coordination of Water Resources Research

The Water Resources Research Act of 1964, Public Law 88-379, authorizes the Department of the Interior to request appropriations for granting funds for support of water resources research by making (1) annual allocations to Water Resources Research Institutes in each State and (2) grants to various institutions for specific projects. The Act also provides that the President clarify agency responsibilities for Federal water resources research and make arrangements for interagency coordination of such research. This clarification has been given in an October 24, 1964, Presidential Memorandum on this subject. The Director of Science and Education will represent the Department of Agriculture with the Office of Science and Technology and the Federal Council for Science and Technology in developing a government-wide water research program and in coordinating on-going research activities.

The Department of Agriculture, through a cooperative water research program, has participated for many years in developing new knowledge and techniques for conserving and efficiently using our essential and limited water resources. It welcomes the added water research related to the mission of the Department of the Interior which will be accomplished under Public Law 88-379.

The Federal Council for Science and Technology has established a Committee on Water Resources Research (COWRR), with the following functions: Identify technical needs and priorities in various research and related data categories; review the adequacy of the overall program in water resources research in relation to needs; recommend programs and measures to meet these needs; advise on desirable allocations of effort among the agencies; review and make recommendations concerning the manpower and facilities of the program; recommend management policies and procedures to improve the quality and vigor of the research effort; and facilitate generally interagency communication and coordination at management levels.

To achieve a useful and coordinated program of research in water resources, the COWRR is preparing a long-range research plan. The Department will continue to participate actively in COWRR. A work group with representatives from each interested USDA agency has been established to support this participation.

The Department of Agriculture will continue to provide information to the Science Information Exchange (SIE) on its current water research. It will be informed through the SIE of water resources research supported by other Federal agencies.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

SECRETARY'S MEMORANDUM NO. 1-1-5

Coordination of Water Resource Research

The Water Resources Research Act of 1964, Public Law 88-371, authorized the Department of the Interior to request appropriations for granting funds for support of water resource research by making (1) annual allocations to water resources research institutes in each State and (2) grants to various institutions for specific projects. The Act also provides that the President classify agency responsibilities for Federal water resource research and make arrangements for interagency coordination of such research. This classification has been given in an October 24, 1964, Presidential Memorandum on this subject. The Director of Science and Education will represent the Department of Agriculture with the Office of Science and Technology and the Federal Council for Science and Technology in developing a government-wide water research program and in coordinating on-going research activities.

The Department of Agriculture, through a cooperative water research program, has participated for many years in developing new knowledge and techniques for conserving and efficiently using our essential and limited water resources. It welcomes the added water research related to the mission of the Department of the Interior which will be accomplished under Public Law 88-371.

The Federal Council for Science and Technology has established a Committee on Water Resources Research (COWRR), with the following functions: identify technical needs and priorities in various research and related data categories; review the adequacy of the overall program in water resources research in relation to needs; recommend program and research to meet these needs; advise on desirable allocations of effort among the agencies; review and make recommendations concerning the impact and feasibility of the program; recommend management policies and procedures to improve the quality and vigor of the research effort; and facilitate generally interagency communication and coordination at management levels.

To achieve a useful and coordinated program of research in water resources, the COWRR is preparing a long-range research plan. The Department will continue to participate actively in COWRR. A work group with representatives from each interested ERM agency has been established to support this participation.

The Department of Agriculture will continue to provide information to the Science Information Exchange (SIE) on its current water research. It will be informed through the SIE of water resource research supported by other Federal agencies.

The Department will cooperate with State agricultural experiment stations, forestry schools, water resources research institutes, and other Federal, State, and private research agencies in planning and conducting water resources research.

Orville L. Freeman

Orville L. Freeman
SECRETARY

To: The Secretary

From:

Director of Agricultural Research

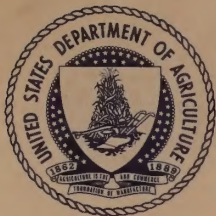
Subject: Proposed Secretary's Memorandum on Development of Water Resources Research

Enclosed is a draft of a Secretary's Memorandum recommended for your signature. There is growing interest in not only increasing and maintaining an adequate quantity of water of suitable quality. Agriculture has a primary interest in such aspects of water resources research. The Department's policy relating to the identification of water resources research needs is a matter of public knowledge.

Respectfully,
Secretary

The Department will cooperate with State agricultural experiment stations, forestry schools, water resources research institutes, and other Federal, State, and private research agencies in planning and conducting water resources research.


William L. Friedman
Director



DEPARTMENT OF AGRICULTURE
WASHINGTON, D.C. 20250

JAN - 8 1965

To: The Secretary

From: Director of Science and Education *YMB*

Subject: Proposed Secretary's Memorandum on Coordination of Water Resources Research

Enclosed is a draft of a Secretary's Memorandum recommended for your signature. There is mounting interest in and concern about securing and maintaining an adequate quantity of water of suitable quality. Agriculture has a primary interest in many aspects of water resources research. The Department's policy relating to the coordination of water resources research should be a matter of public knowledge.

Enclosure

DEPARTMENT OF AGRICULTURE
WASHINGTON, D.C. 20250



JAN - 8 1965

To: The Secretary
From: Director of Science and Education
Subject: Proposed Secretary's Memorandum on Coordination of Water Resources Research

Enclosed is a draft of a Secretary's Memorandum recommended for your signature. There is mounting interest in and concern about securing and maintaining an adequate quantity of water of suitable quality. Agriculture has a primary interest in many aspects of water resources research. The Department's policy relating to the coordination of water resources research should be a matter of public knowledge.

Enclosure

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

February 4 1965

Secretary's Memorandum No. 1569
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Policy on Employee's Rights to Representation
in Dealings with Management

Occasionally in the course of the work of the Department an employee becomes dissatisfied and wishes to discuss his grievance with his supervisor or other representative of management in the hope of correcting the matter which troubles him. In other situations his supervisor or some other member of management or an investigator may wish to talk with and question him regarding his conduct or the performance of his work. In still a third type of situation, an employee may be questioned regarding the conduct or work performance of some other employee about which he may have firsthand knowledge.

In these varying situations questions sometimes arise as to the employee's right to have his personal representative present while he is meeting with management or regarding his right to advice and assistance or to his right to refuse to discuss matters at issue on the grounds that he might incriminate himself. There are related questions as to the extent to which management may accord certain privileges to the employee which he may not demand as a matter of right. It is the purpose of this statement to explain Department policy and rules that apply in these various circumstances.

An employee may, of course, seek counsel and advice on his problems at any reasonable time. Needed advice should be sought early to avoid or solve problems in the incipient stage, before they have gotten out of control. Usually, this is best done with the immediate supervisor, who is expected to maintain an "open door" policy in such matters. If it is not feasible to take up the matter directly with the supervisor, it may be talked over with the personnel officer, employee organization representative, legal counsel, or other individual in whom the employee has confidence. A counselor or advisor is to be distinguished from a personal representative. The advisor customarily talks with the employee in private and advises him as to what he may or should do. The personal representative, on the other hand, may in addition speak for and on behalf of the employee in his dealings with management. Choice of personal advisor or representative is the prerogative of the employee.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

February 4 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Policy on Employees' Rights to Representation
in Dealings with Management

Occasionally in the course of the work of the Department an employee becomes dissatisfied and wishes to discuss his grievances with his supervisor or other representative of management in the hope of correcting the matter which troubles him. In other situations his supervisor or some other member of management or an investigator may wish to talk with and question him regarding his conduct or the performance of his work. In still a third type of situation, an employee may be questioned regarding the conduct or work performance of some other employee about which he may have firsthand knowledge.

In these varying situations questions sometimes arise as to the employee's right to have his personal representative present while he is dealing with management or regarding his right to advice and assistance or to his right to refuse to discuss matters at issue on the grounds that he might incriminate himself. There are related questions as to the extent to which management may accord certain privileges to the employee which he may not demand as a matter of right. It is the purpose of this statement to explain Department policy and rules that apply in these various circumstances.

An employee may, of course, seek counsel and advice on his problems at any reasonable time. Needed advice should be sought early to avoid or solve problems in the incipient stage, before they have gotten out of control. Usually, this is best done with the direct supervisor, who is expected to maintain an "open door" policy in such matters. If it is not feasible to talk up the matter directly with the supervisor, it may be talked over with the personnel officer, employee organization representative, legal counsel, or other individual in whom the employee has confidence. A supervisor or adviser is to be distinguished from a personal representative. The adviser customarily talks with the employee in private and advises him as to what he may or should do. The personal representative, on the other hand, may in addition speak for and in behalf of the employee in his dealings with management. Choice of personal adviser or representative is the prerogative of the employee.

We shall now consider the employee's right to have a personal representative present in certain types of situations.

1. Where the employee takes the initiative and wishes to discuss a grievance with his supervisor, it is expected that the matter will be conducted on as friendly and informal a basis as possible. During the informal stages, it is generally inadvisable for either party to have other persons present. The employee may not, as a matter of right, have a personal representative or an advisor present during these informal stages. Where exclusive recognition has been accorded an employee organization under E. O. 10988 and the agreement between the organization and management specifically so provides, an employee may elect to have a representative from the organization present with him in discussions with management or to confer separately with management in an advisory role during the informal stages of a grievance. The right to a personal representative is open to an employee during the formal stages of a grievance or appeal. The case becomes formal, under Department regulations, when the employee puts it in writing and takes it up with the head of his agency or the Secretary of Agriculture. The Department Regulations which govern the administration of grievances and appeals are set forth in the Department Personnel Manual, Chapter 771. Regulations relating to discrimination are in Chapter 713.

2. Where management takes the initiative because of some alleged or suspected misconduct or poor work performance by an employee, the employee may, if he chooses, obtain private personal counsel and advice during the informal stages of the case. However, he is not entitled to have a personal representative or advisor present unless management formally prefers charges which may lead to adverse action against him. Regulations covering this are set forth in Department Personnel Manual, Chapter 752.

It will be understood that in any matter of official business, when questions come up which involve discussions with or interrogation of an employee, he is required as a matter of duty to cooperate fully with management by giving complete and accurate information, making available official books, records and other documents, and refraining from any attempt to conceal information or interfere with the inquiry in any way, even though the questioning may involve a matter which may lead to criminal prosecution of the employee. The employee may invoke the protection of the Fifth Amendment to the Constitution of the United States with respect to self-incrimination. He may request an opportunity

We shall now consider the employee's right to have a personal representative present in certain types of situations.

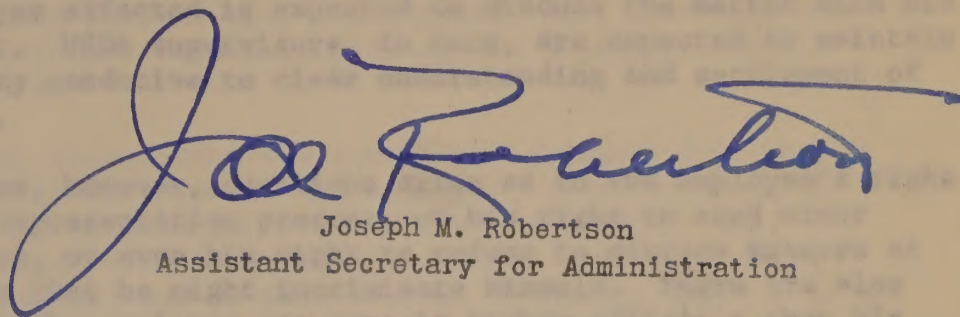
1. Where the employee takes the initiative and wishes to discuss a grievance with his supervisor, it is expected that the matter will be conducted on as friendly and informal a basis as possible. During the informal stages, it is generally inadvisable for either party to have other persons present. The employee may, not as a matter of right, have a personal representative or an advisor present during these informal stages. Where exclusive recognition has been accorded an employees organization under E. O. 10988 and the agreement between the organization and management specifically so provides, an employee may elect to have a representative from the organization present with him in discussions with management or to confer separately with management in an advisory role during the informal stages of a grievance. The right to a personal representative is open to an employee during the formal stages of a grievance or appeal. The case becomes formal, under Department regulations, when the employee puts it in writing and takes it up with the head of his agency or the Secretary of Agriculture. The Department Regulations which govern the administration of grievances and appeals are set forth in the Department Personnel Manual, Chapter VII, Regulations relating to discrimination are in Chapter VII.

2. Where management takes the initiative because of some alleged or suspected misconduct on poor work performance by an employee, it is expected that the employee will be given the opportunity to be heard and advice during the informal stages of the case. However, he is not entitled to have a personal representative or advisor present until management formally initiates charges which may lead to adverse action against him. Regulations governing this are set forth in Department Personnel Manual, Chapter VII.

It will be understood that in any matter of official business, when questions arise which involve discussions with or intervention of an employee, he is required as a matter of duty to cooperate fully with management by giving complete and accurate information, making available official books, records and other documents, and refraining from any attempt to conceal information or interfere with the inquiry in any way, even though the questioning may involve a matter which may lead to criminal prosecution of the employee. The employee may invoke the protection of the Fifth Amendment to the Constitution of the United States with respect to self-incrimination. He may request an opportunity

to consult with counsel before answering questions. However, refusal to answer questions for any reason may, it should be noted, lead to charges of insubordination.

3. Where the employee who is being questioned is not personally involved except as a witness to the conduct or work performance of some other employee, it is his duty to cooperate by answering questions and making available official records that bear on the case. The question of right to an advisor or a personal representative would not arise since the interests of the employee himself are presumed not to be directly involved.



Joseph M. Robertson
Assistant Secretary for Administration

This memorandum deals with applicable Department policy and procedures, including the authority of management to accord certain rights to an employee which he may not otherwise be entitled to as a matter of law.

1. General

An employee has the right to communicate in person or in writing with officials of higher rank than his immediate supervisor. This right may also include Personnel Officers, Equal Employment Opportunity Officers (in cases of discrimination involving race, color, religion, sex or national origin - see 45 CFR 1.103) and Commissioners (when entitled to interview appeal cases - see 45 CFR 1.103-1, Para 1(f)). He may also consult an employee organization representative, legal counsel, or other persons in whom he has confidence.

2. Where the employee takes the initiative to receive work related advice

Supervisors indicate that most issues can be worked out satisfactorily by friendly, informal discussion with the immediate supervisor, or other management officials, without the presence of other persons. However, upon request of the employee, he may choose a personal representative to assist him during such discussion.

If the employee desires his grievance, complaint or appeal to be handled on his behalf, it becomes formal and subject to Department procedures (see 45 CFR 1.103 and 45 CFR 1.103-1) which permit the employee to have a personal representative to assist him.

to consult with counsel before answering questions. However, refusal to answer questions for any reason may, it should be noted, lead to charges of insubordination.

3. Where the employee who is being questioned is not personally involved except as a witness to the conduct or work performance of some other employee, it is his duty to cooperate by answering questions and making available official records that bear on the case. The question of right to an advisor or a personal representative would not arise since the interests of the employee himself are presumed not to be directly involved.

JOHN W. HARRISON
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

March 28 1968

SECRETARY'S MEMORANDUM NO. 1569, REVISED

Policy on Employee's Rights to
Representation in Dealings with Management

In situations involving grievances, disciplinary actions, or job-related problems, the employee affected is expected to discuss the matter with his immediate supervisor. USDA supervisors, in turn, are expected to maintain an "open door" policy conducive to clear understanding and settlement of the issues involved.

In some circumstances, however, questions arise as to the employee's right to have a personal representative present, or his right to seek other advice and assistance, or even his right to refuse to discuss matters at issue on the grounds that he might incriminate himself. There are also questions of whether the employee may consult higher officials than his immediate supervisor, obtain legal counsel, or turn to an employee organization for advice.

This memorandum deals with applicable Department policy and procedure, including the authority of management to accord certain rights to an employee which he may not otherwise be entitled to as a matter of law.

1. General.

An employee has the right to communicate in person or in writing with officials of higher rank than his immediate supervisor. Such contact may also include Personnel Officers, Equal Employment Opportunity Officers (on issues of discrimination involving race, color, religion, sex or national origin - see AG-713) and Counselors (when conflict of interest issues arise - see AG Supp. 990-1, Part 735). He may also consult an employee organization representative, legal counsel, or other persons in whom he has confidence.

2. Where the employee takes the initiative to resolve work-related problems.

Experience indicates that most issues can be worked out satisfactorily in friendly, informal discussion with the immediate supervisor, or other management official, without the presence of other persons. However, upon request of the employee, he may choose a personal representative to assist him during such discussion.

If the employee directs his grievance, complaint or appeal in writing to the head of his agency, it becomes formal and subject to Department regulations (see AG-713 and AG-771) which permit the employee to have a personal representative to assist him.

PERSONNEL

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

March 1958

SECRETARY'S MEMORANDUM NO. 1582, REVISED

Policy on Employees' Rights to
Representation in Dealings with Management

In situations involving grievances, disciplinary actions, or job-related problems, the employee affected is expected to discuss the matter with his immediate supervisor. USDA supervisors, in turn, are expected to maintain an "open door" policy conducive to clear understanding and settlement of the issues involved.

In some circumstances, however, questions arise as to the employee's right to have a personal representative present, or his right to seek other advice and assistance, or even his right to refuse to discuss matters at issue on the grounds that he might incriminate himself. There are also questions of whether the employee may consult higher officials than his immediate supervisor, obtain legal counsel, or turn to an employee organization for advice.

This memorandum deals with applicable Department policy and procedure, including the authority of management to accord certain rights to an employee which he may not otherwise be entitled to as a matter of law.

1. General.

An employee has the right to communicate in person or in writing with officials of higher rank than his immediate supervisor. Such contact may also include Personnel Officers, Equal Employment Opportunity Officers (on issues of discrimination involving race, color, religion, sex or national origin - see AG-713) and Counselors (when conflict of interest issues arise - see AG Supp. 990-1, Part 735). He may also consult an employee organization representative, legal counsel, or other persons in whom he has confidence.

2. Where the employee takes the initiative to resolve work-related problems.

Experience indicates that most issues can be worked out satisfactorily in friendly, informal discussion with the immediate supervisor, or other management official, without the presence of other persons. However, upon request of the employee, he may choose a personal representative to assist him during such discussion.

If the employee directs his grievance, complaint or appeal in writing to the head of his agency, it becomes formal and subject to Department regulations (see AG-713 and AG-771) which permit the employee to have a personal representative to assist him.

PERSONNEL

3. Where management initiates the discussion because of some alleged or suspected misconduct or poor work performance.

In any matter of official business, when questions come up which involve discussions with or questioning of an employee, he is required to cooperate fully by giving complete and accurate information, making available official records, and refraining from any attempt to conceal information or interfere with the inquiry in any way.

- (a) Where the questioning of an employee involves a matter which may lead to disciplinary action (other than criminal) being taken against him, the employee may, upon his request, have a personal representative of his choice present to assist him;
 - (b) Where the questioning involves a matter which may lead to criminal prosecution of the employee, he is entitled to invoke the protection of the Fifth Amendment to the Constitution of the United States with respect to self-incrimination, and to have present to assist him a personal representative of his choice.
4. Where the employee who is being questioned is not personally involved except as a witness to the conduct or work performance of some other employee.

In this situation, it is the duty of the employee to cooperate by answering questions and making available official records that bear on this case. Since the interests of the employee are presumed not to be directly involved, need for a personal representative would not usually exist; however, an employee in such case may, upon his request, have a personal representative of his choice present to assist him during the questioning.

5. Employee's refusal to cooperate.

Any attempt on the part of an employee to conceal information, interfere with an official inquiry or to refuse to answer questions may be construed as insubordination or conduct prejudicial to the Government. As a result of such insubordination or conduct prejudicial to the Government, disciplinary action may be taken against him.

6. Rights of exclusively recognized employee organization.

It should be noted that where an employee organization has been granted exclusive recognition under Executive Order 10988 to represent a group of employees, the rights of the organization must be observed. If an agreement between an exclusively recognized employee organization and management has been negotiated, that agreement must also be observed.

3. Where management initiates the discussion because of some alleged or suspected misconduct or poor work performance.

In any matter of official business, when questions come up which involve discussions with or questioning of an employee, he is required to cooperate fully by giving complete and accurate information, making available official records, and refraining from any attempt to conceal information or interfere with the inquiry in any way.

(a) Where the questioning of an employee involves a matter which may lead to disciplinary action (other than criminal) being taken against him, the employee may, upon his request, have a personal representative of his choice present to assist him.

(b) Where the questioning involves a matter which may lead to criminal prosecution of the employee, he is entitled to invoke the protection of the Fifth Amendment to the Constitution of the United States with respect to self-incrimination, and to have present to assist him a personal representative of his choice.

4. Where the employee who is being questioned is not personally involved except as a witness to the conduct or work performance of some other employee.

In this situation, it is the duty of the employee to cooperate by answering questions and making available official records that bear on this case. Since the interests of the employee are presumed not to be directly involved, need for a personal representative would not usually exist; however, an employee in such case may, upon his request, have a personal representative of his choice present to assist him during the questioning.

5. Employee's refusal to cooperate.

Any attempt on the part of an employee to conceal information, interfere with an official inquiry or to refuse to answer questions may be construed as insubordination or conduct prejudicial to the Government. As a result of such insubordination or conduct prejudicial to the Government, disciplinary action may be taken against him.

6. Rights of exclusively recognized employee organization.

It should be noted that where an employee organization has been granted exclusive recognition under Executive Order 10988 to represent a group of employees, the rights of the organization must be observed. If an agreement between an exclusively recognized employee organization and management has been negotiated, that agreement must also be observed.

January 2, 1966

An employee's choice of a personal representative in all of the above situations may include, but is not limited to, a representative of a recognized employee organization.

*Policy on Employee's Rights to
Representation in Dealings with Management*

Quill L. Furman

ADDED: per Mr. Loftus, B&F

Secretary's Memorandum No. 1569, issued February 4, 1965, is hereby superseded.

In some circumstances, however, questions arise as to an employee's right to have a personal representative present, or the right to seek other advice and assistance, or even the right to refuse to discuss matters at issue on the grounds of self-incrimination. There also are questions of whether an employee may consult higher officials than the immediate supervisor, obtain legal counsel, or turn to a labor organization for advice based upon Executive Order 11491, as amended.

This Memorandum deals with applicable Department policy and procedure, including the authority of Management to accord certain rights to employees which they may not otherwise be entitled to as a matter of law or obtained through Executive Order 11491, as amended.

1. General.

An employee has the right to communicate in person or in writing with officials of higher rank than the immediate supervisor. Such contact may include Personnel Officers, Equal Employment Opportunity Officers (on issues of discrimination involving race, sex, color, religion, age, or national origin - see DPM Chapter 210) and Counselors when conflict of interest issues arise - see DPM Supplement 900-1, Part 735). An employee also may consult a labor organization representative, legal counsel, or other person in whom he/she has confidence.

1. When the employee takes the initiative to resolve management problems.

Experience indicates that most issues can be worked out satisfactorily in a friendly, informal discussion with the immediate supervisor, or other management official, without the presence of other persons. However, upon request of an employee, a personal representative may be chosen to assist during such discussions.

An employee's choice of a personal representative in all of the above situations may include, but is not limited to, a representative of a recognized employee organization.



ADDED: per Mr. Joëns, Ref.

Secretary's Memorandum No. 1589, issued February 4, 1965, is hereby superseded.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

January 2, 1976

SECRETARY'S MEMORANDUM NO. 1569, REVISED

Policy on Employee's Rights to
Representation in Dealings with Management

In situations under Agency grievance procedures involving grievances, disciplinary actions, or job-related problems, an employee affected is expected to discuss the matter with the immediate supervisor. Supervisors, in turn, are expected to maintain an "open door" policy conducive to clear understanding and settlement of the issues involved.

In some circumstances, however, questions arise as to an employee's right to have a personal representative present, or the right to seek other advice and assistance, or even the right to refuse to discuss matters at issue on the grounds of self-incrimination. There also are questions of whether an employee may consult higher officials than the immediate supervisor, obtain legal counsel, or turn to a labor organization for advice based upon Executive Order 11491, as amended.

This Memorandum deals with applicable Department policy and procedure, including the authority of Management to accord certain rights to employees which they may not otherwise be entitled to as a matter of law or obtained through Executive Order 11491, as amended.

1. General.

An employee has the right to communicate in person or in writing with officials of higher rank than the immediate supervisor. Such contact also may include Personnel Officers, Equal Employment Opportunity Officers (on issues of discrimination involving race, age, color, religion, sex, or national origin - see DPM Chapter 713) and Counselors (when conflict of interest issues arise - see DPM Supplement 990-1, Part 735). An employee also may consult a labor organization representative, legal counsel, or other persons in whom he/she has confidence.

2. Where the employee takes the initiative to resolve work-related problems.

Experience indicates that most issues can be worked out satisfactorily in a friendly, informal discussion with the immediate supervisor, or other management official, without the presence of other persons. However, upon request of an employee, a personal representative may be chosen to assist during such discussions.

January 2, 1976

SECRETARY'S MEMORANDUM NO. 1569, REVISED

Policy on Employees' Rights to
Representation in Dealings with Management

In situations under Agency grievance procedures involving extenuating, disciplinary actions, or job-related problems, an employee affected is expected to discuss the matter with the immediate supervisor. Supervisors, in turn, are expected to maintain an "open door" policy conducive to clear understanding and settlement of the issues involved.

In some circumstances, however, questions arise as to an employee's right to have a personal representative present, or the right to seek other advice and assistance, or even the right to refuse to discuss matters at issue on the grounds of self-incrimination. There also are questions of whether an employee may consult higher officials than the immediate supervisor, obtain legal counsel, or turn to a labor organization for advice based upon Executive Order 11931, as amended.

This Memorandum deals with applicable Department policy and procedure, including the authority of Management to accord certain rights to employees which they may not otherwise be entitled to as a matter of law or obtained through Executive Order 11931, as amended.

I. General.

An employee has the right to communicate to person or in writing with officials of higher rank than the immediate supervisor. Such contact also may include Personnel Officers, Equal Employment Opportunity Officers (on issues of discrimination involving race, age, color, religion, sex, or national origin - see DPM Chapter VII) and Counselors (when conflict of interest issues arise - see DPM Supplement 980-1, Part V35). An employee also may consult a labor organization representative, legal counsel, or other persons in whom he/she has confidence.

2. Where the employee takes the initiative to resolve work-related problems.

Experience indicates that most issues can be worked out satisfactorily in a friendly, informal discussion with the immediate supervisor, or other management official, without the presence of other persons. However, upon request of an employee, a personal representative may be chosen to assist during such discussions.

Where a grievance, complaint, or appeal in writing is directed to the Head of the Agency, it becomes formal and subject to Department regulations (see DPM Chapters 713 and 771) which permit an employee to have a personal representative for assistance.

3. Where Management initiates the discussion because of some alleged or suspected misconduct or poor work performance.

In any matter of official business, when questions come up which involve discussions with or questioning of an employee, the employee is required to cooperate fully by giving complete and accurate information, making available official records, and refraining from any attempt to conceal information or interfere with the inquiry in any way.

- (a) Where the questioning of an employee involves a matter which may lead to disciplinary action (other than criminal) being taken, an employee may, upon request, choose a personal representative to be present for assistance.
 - (b) Where the questioning involves a matter which may lead to criminal prosecution of an employee, the employee is entitled to invoke the protection of the Fifth Amendment to the Constitution of the United States with respect to self-incrimination, and to choose a personal representative to be present for assistance.
4. Where an employee being questioned is not involved personally except as a witness to the conduct or work performance of some other employee.

In this situation, it is the duty of an employee to cooperate by answering questions and making available official records that bear on the case. Since the interests of the employee are presumed not to be involved directly, need for a personal representative would not usually exist; however, an employee in such case may, upon request, choose a personal representative to be present for assistance during the questioning.

5. Employee's refusal to cooperate.

Any attempt on the part of an employee to conceal information, interfere with an official inquiry, or refuse to answer questions may be construed as insubordination or conduct prejudicial to the Government. As a result of such insubordination or conduct prejudicial to the Government, disciplinary action may be taken against the employee.

2

Where a grievance, complaint, or appeal in writing is directed to the head of the Agency, it becomes formal and subject to Department regulations (see DPM Chapters VII and VII) which permit an employee to have a personal representative for assistance.

3. Where Management initiated the discussion because of some alleged or suspected misconduct or poor work performance.

In any matter of official business, when questions come up which involve discussions with or questioning of an employee, the employee is required to cooperate fully by giving complete and accurate information, making available official records, and refraining from any attempt to conceal information or interfere with the inquiry in any way.

(a) Where the questioning of an employee involves a matter which may lead to disciplinary action (other than criminal) being taken, an employee may, upon request, choose a personal representative to be present for assistance.

(b) Where the questioning involves a matter which may lead to criminal prosecution of an employee, the employee is entitled to invoke the protection of the Fifth Amendment to the Constitution of the United States with respect to self-incrimination, and to choose a personal representative to be present for assistance.

4. Where an employee being questioned is not involved personally except as a witness to the conduct or work performance of some other employee.

In this situation, it is the duty of an employee to cooperate by answering questions and making available official records that bear on the case. Since the interests of the employee are presumed not to be involved directly, need for a personal representative would not usually exist; however, an employee in such case may, upon request, choose a personal representative to be present for assistance during the questioning.

5. Employee's refusal to cooperate.

Any attempt on the part of an employee to conceal information, interfere with an official inquiry, or refuse to answer questions may be considered as insubordination or conduct prejudicial to the Government. As a result of such insubordination or conduct prejudicial to the Government, disciplinary action may be taken against the employee.

6. Rights of exclusively recognized labor organization.

It should be noted that where a labor organization has been granted exclusive recognition under Executive Order 11491, as amended, to represent a group of employees, the rights of the organization must be observed as outlined in Section 10(e) of Executive Order 11491, as amended. If an agreement between an exclusively recognized labor organization and Management has been negotiated, that agreement must also be observed.

An employee's choice of a personal representative in all of the above situations may include, but is not limited to a representative of a recognized labor organization.

Secretary's Memorandum No. 1569, Revised, March 28, 1968, is hereby superseded.

Carl L. Butz

Carl L. Butz
Secretary

Carl L. Butz
Secretary of Agriculture

2. NEW AGENCY ESTABLISHED. The Rural Community Development Service is hereby established as a new agency of the Department, under the general direction and supervision of the Assistant Secretary for Rural Development and Conservation. It will supersede the former office of Rural Areas Development. Functions, personnel, property, and funds of the latter agency are transferred to the Rural Community Development Service. In addition, that agency will undertake to facilitate the effective extension into rural areas of assistance programs administered by other departments and agencies of the Federal Government. Often these programs do not now effectively reach rural areas because of the administrative difficulties of coordinating with the dispersed rural population. In his message to the Congress on the Farm Program the President stated that the Secretary of Agriculture "put the facilities of his field offices at the disposal of all Federal agencies." He also indicated that the Rural Community Development Service should "devote its energies to assisting other agencies in extending their services."

3. FUNCTIONS ASSIGNED. The Rural Community Development Service will provide for general staff coordination of Department activities directed in rural areas development. This will entail liaison with local organizations and leaders in helping them to locate and use the facilities of private, State, and Federal agencies in strengthening the agricultural and related resources which contribute to the economy of rural areas.

6. Rights of exclusively recognized labor organization.

It should be noted that where a labor organization has been granted exclusive recognition under Executive Order 11491, as amended, to represent a group of employees, the rights of the organization must be observed as outlined in Section 10(a) of Executive Order 11491, as amended. If an agreement between an exclusively recognized labor organization and Management has been negotiated, that agreement must also be observed.

An employee's choice of a personal representative in all of the above situations may include, but is not limited to a representative of a recognized labor organization.

Secretary's Memorandum No. 1569, Revised, March 28, 1968, is hereby appended.

Paul L. Butz

Paul L. Butz
Secretary

5.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C.

February 24 1965

SECRETARY'S MEMORANDUM NO. 1570

Rural Community Development Service

1. PURPOSE. As provided for in 1 AR 190, the Office of Rural Areas Development has heretofore been assigned general responsibility to coordinate and expedite the Rural Areas Development Program and the activities delegated to the Department under the Area Redevelopment Act of 1961 (P.L. 87-27). Through this organizational arrangement we have undertaken to utilize the full resources of the Department in advancing program objectives.

The challenge of helping rural America, as a whole, to attain its rightful place in the Great Society involves the interdependence of agriculture and the rural communities of which it is a part. Inextricable relationships bind together farmers and other rural residents in working out problems that affect their mutual welfare. Only through mobilization of local resources and effective use of facilities of State and Federal agencies, and extensive use of private initiative, can continuing development of the economy in rural areas be assured. To carry this concept into operation will require reorientation of program objectives and greater emphasis on the contribution to be made from all sources in building a sound base for rural development.

2. NEW AGENCY ESTABLISHED. The Rural Community Development Service is hereby established as a new agency of the Department, under the general direction and supervision of the Assistant Secretary for Rural Development and Conservation. It will supersede the former Office of Rural Areas Development. Functions, personnel, property, and funds of the latter agency are transferred to the Rural Community Development Service. In addition, that agency will undertake to facilitate the effective extension into rural areas of assistance programs administered by other departments and agencies of the Federal Government. Often these programs do not now effectively reach rural areas because of the administrative difficulties of communicating with the dispersed rural population. In his message to the Congress on the Farm Program the President asked that the Secretary of Agriculture "put the facilities of his field offices at the disposal of all Federal agencies." He also indicated that the Rural Community Development Service should "devote its energies to assisting other agencies in extending their services."

3. FUNCTIONS ASSIGNED. The Rural Community Development Service will provide for general staff coordination of Department activities directed to rural areas development. This will entail liaison with local organizations and leaders in helping them to locate and use the facilities of private, State, and Federal agencies in strengthening the agricultural and related resources which contribute to the economy of rural areas.

ORGANIZATION : *(Rural Community Development Service)*

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C.

February 24 1953

SECRETARY'S MEMORANDUM NO. 1
Rural Community Development Service

1. PURPOSE. As provided for in 1 AR 190, the Office of Rural Areas Development has heretofore been assigned general responsibility to coordinate and expedite the Rural Areas Development Program and the activities delegated to the Department under the Area Redevelopment Act of 1961 (P.L. 87-27). Through this organizational arrangement we have undertaken to utilize the full resources of the Department in advancing program objectives.

The challenge of helping rural America, as a whole, to attain its rightful place in the Great Society involves the interdependence of agriculture and the rural communities of which it is a part. Inter-able relationships bind together farmers and other rural residents in working out problems that affect their mutual welfare. Only through mobilization of local resources and effective use of facilities of State and Federal agencies, and extensive use of private initiative, can continuing development of the economy in rural areas be assured. To carry this concept into operation will require reorientation of program objectives and greater emphasis on the contribution to be made from all sources in building a sound base for rural development.

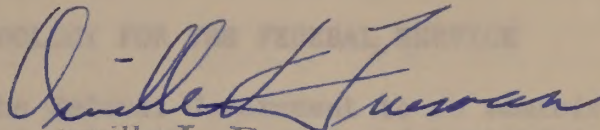
2. NEW AGENCY ESTABLISHED. The Rural Community Development Service is hereby established as a new agency of the Department, under the general direction and supervision of the Assistant Secretary for Rural Development and Conservation. It will supersede the former Office of Rural Areas Development. Functions, personnel, property, and funds of the latter agency are transferred to the Rural Community Development Service. In addition, that agency will undertake to facilitate the effective extension into rural areas of assistance programs administered by other departments and agencies of the Federal Government. Often these programs do not now effectively reach rural areas because of the administrative difficulties of communicating with the dispersed rural population. In his message to the Congress on the Farm Program the President asked that the Secretary of Agriculture "provide the facilities of his field offices as the disposal of all Federal agencies." He also indicated that the Rural Community Development Service should "devote its energies to assisting other agencies in extending their services."

3. FUNCTIONS ASSIGNED. The Rural Community Development Service will provide for general staff coordination of Department activities directed to rural areas development. This will entail liaison with local organizations and leaders in helping them to locate and use the facilities of private, State, and Federal agencies in strengthening the agricultural and related resources which contribute to the economy of rural areas.

Within the broad framework of its responsibilities as herein assigned, the Rural Community Development Service will:

- a. Provide leadership in the formulation of plans for carrying out rural development programs;
- b. Maintain liaison with other Federal agencies and with officials of public and private organizations to assure coordinated effort in the effective utilization of the full resources of the Government in support of rural community development; and
- c. Coordinate and expedite the application of Department resources in assisting Federal, State, local, private, community, and farm organizations and individuals working for the improvement of economic conditions in rural areas.

February 16, 1967



Orville L. Freeman

SECRETARY

Within the broad framework of its responsibilities as herein assigned, the Rural Community Development Service will:

- a. Provide leadership in the formulation of plans for carrying out rural development programs;
- b. Maintain liaison with other Federal agencies and with officials of public and private organizations to assure coordinated effort in the effective utilization of the full resources of the Government in support of rural community development; and
- c. Coordinate and expedite the application of Department resources in assisting Federal, State, local, private, community, and farm organizations and individuals working for the improvement of economic conditions in rural areas.


 William L. Brown
 Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

March 4 1965

SECRETARY'S MEMORANDUM NO. 1571

Safety Policy For The Federal Service

President Johnson's statement of the Safety Policy for the Federal Service is quoted below.

It will be incorporated in Chapter 791 of the Department Personnel Manual as Exhibit 1-1-2.

February 16, 1965

SAFETY POLICY FOR THE FEDERAL SERVICE

It is the policy of the Federal Government to so administer its programs that each employee works in safe and healthful conditions, free from accidents.

Americans have always placed the highest value on human life, in accord with our concept of the worth of every individual. As the public repository of our social ideals, government has a direct obligation to express our regard for human life in every measure necessary to safeguard and protect it.

Americans also place a high value on efficiency and economy. As this country's largest single employer, the Federal Government has a continuing duty to prevent needless waste.

The policy of this Government, then, is both humanitarian and practical.

It safeguards and conserves manpower.

It reduces the cost of injuries and eliminates the waste of materials.

It is a basic element in sound and prudent management.

I am not unmindful of the progress achieved by many Federal agencies in the prevention of accidents.

Yet, while much has been accomplished, much remains to be done.

PERSONNEL 15

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

March 4, 1953

SECRETARY'S MEMORANDUM NO. 107

Safety Policy for the Federal Service

President Johnson's statement of the Safety Policy for the Federal Service is quoted below.

It will be incorporated in Chapter VII of the Department Personnel Manual as Exhibit I-1-2.

February 16, 1953

SAFETY POLICY FOR THE FEDERAL SERVICE

It is the policy of the Federal Government to so administer its programs that each employee works in safe and healthful conditions, free from accidents.

Americans have always placed the highest value on human life, in accord with our concept of the worth of every individual. As the public repository of our social ideals, Government has a direct obligation to express our regard for human life in every measure necessary to safeguard and protect it.

Americans also place a high value on efficiency and economy. As this country's largest single employer, the Federal Government has a continuing duty to prevent needless waste.

The policy of this Government, then, is both humanitarian and practical.

It safeguards and conserves manpower.

It reduces the cost of injuries and eliminates the waste of materials.

It is a basic element in sound and prudent management.

I am not unmindful of the progress achieved by many Federal agencies in the prevention of accidents.

Yet, while much has been accomplished, much remains to be done.

There remain wide disparities in safety performance among agencies. This disparity can be eliminated if each agency will administer its safety program in accordance with the needs to be met and the hazards that are encountered. Often the most dangerous occupations have the best safety records.

Further improvement in the safety record of individual agencies as well as of the Federal Government as a whole must be attained.

Accordingly, I request the heads of all departments and agencies to review carefully and critically their safety policies and programs. Constant vigilance, effective action, and sustained effort for improved performance are required. Executive and supervisory leadership must be provided. The cooperation and support of employee organizations is essential. Each Federal worker must likewise seek constantly to avoid accidents to himself and others.

Our objective is the fullest protection for our civilian and military personnel on and off duty and for all who visit Federal buildings, installations, parks, forests and other facilities. To advance these goals the Federal Government will cooperate with State and local governments, management, labor, and safety organizations in developing and applying safety standards responsive to changing conditions and the pace of technological progress.

Each department and agency head shall take appropriate steps to implement this directive on a continuing basis. The Secretary of Labor to the extent feasible will provide assistance through the Federal Safety Council and its field councils. He will also keep me advised of each agency's progress.

The toll of injuries and the cost of accidents must be reduced again and again.

/s/ LYNDON B. JOHNSON

I endorse this safety policy completely. It is humanitarian. It is practical. It is basic to prudent management.

I request full cooperation in the safety program by every official and every person engaged in the work of the Department - to assure continuing:

- . aggressive accident prevention effort
- . individual safety performance on and off the job
- . elimination of property damage (public and private)
- . elimination of costs due to injuries and accidents
- . protection for visitors and the public.

There remain wide disparities in safety performance among agencies. This disparity can be eliminated as each agency will administer its safety program in accordance with the needs to be met and the hazards that are encountered. Often the most dangerous occupations have the best safety records.

Further improvement in the safety record of individual agencies as well as of the Federal Government as a whole must be attained.

Accordingly, I request the heads of all departments and agencies to review carefully and critically their safety policies and programs. Constant vigilance, effective action, and sustained effort for improved performance are required. The cooperation and support of leadership must be provided. The cooperation and support of employee organizations is essential. Each Federal worker must likewise seek constantly to avoid accidents to himself and others.

Our objective is the fullest protection for our civilian and military personnel in all duty and for all who visit Federal buildings, installations, parks, forests and other facilities. To advance these goals the Federal Government will cooperate with State and local governments, management, labor, and safety organizations in developing and applying safety standards responsive to changing conditions and the pace of technological progress.

Each department and agency head shall take appropriate steps to implement this directive on a continuing basis. The Secretary of Labor to the extent feasible will provide assistance through the Federal Safety Council and its field councils. He will also keep me advised of each agency's progress.

The toll of injuries and the cost of accidents must be reduced again and again.

/s/ LYNN B. JOHNSON

I endorse this safety policy completely. It is humanitarian. It is practical. It is basic to prudent management.

I request full cooperation in the safety program by every official and every person engaged in the work of the Department - to assure continuing:

- aggressive accident prevention effort
- individual safety performance in and off the job
- elimination of property damage (public and private)
- elimination of costs due to injuries and accidents
- protection for visitors and the public.

MISSION SAFETY-70

President Johnson initiated Mission Safety-70 on the same date he issued the Safety Policy for the Federal Service. His memorandum to me is reproduced below. In accordance with the policy, the President requests a realistic review of our safety program - and revision where necessary - and a report to him within 90 days.

Accordingly, I request an adequate concise report from each Agency Head sent to me prior to April 1, 1965. The Agency Head's responsibility for directing an agency safety program is spelled out in Chapter Ag-791 of the Department Personnel Manual.

February 16, 1965

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

The reduction of waste in manpower and materials is one of the principal managerial aims of this Administration. That the savings from such a program be applied to advance needed services is one of the keynotes of the public policy of this Administration.

There is a great opportunity to make a significant reduction in that most senseless kind of waste -- the loss of human lives through accident -- and at the same time save many millions of dollars.

Secretary of Labor W. Willard Wirtz has informed me that in 1963, the latest data available, there were 190 deaths and 41,905 disabling injuries among Federal workers, at a cost to the Government of \$37,600,000.

In just the last seven years:

- . More than 1,200 Federal workers died from job injuries.
- . Nearly 300,000 sustained disabling injuries.
- . Over 18.5 million man-days of potential production were lost.
- . Costs to the Federal Government amounted to \$1 - 1/4 billion.

Nearly all of these deaths and injuries can be prevented.

I intend to see to it that the Federal Government will do everything in its power to prevent them.

I have initiated today Mission SAFETY-70 -- a new, practical safety effort designed to reduce Federal work injuries and costs, year by year, until a total 30 percent reduction is achieved by 1970.

MISSION STATE-70

President Johnson initiated Mission State-70 on the same date he issued the State Policy for the Federal Service. The memorandum to me as reproduced below. In accordance with the policy, the President requests a realistic review of our safety program - and revision where necessary - and a report to him within 90 days.

Accordingly, I request an adequate concise report from each Agency Head sent to me prior to April 1, 1965. The Agency Head's responsibility for directing an agency safety program is spelled out in Chapter A-VII of the Department Personnel Manual.

February 10, 1965

MEMORANDUM FOR THE HEADS
OF EXECUTIVE DEPARTMENTS AND AGENCIES

The reduction of waste in manpower and materials is one of the principal managerial aims of this Administration. That the savings from such a program be applied to advance needed services is one of the objectives of the public policy of this Administration.

There is a great opportunity to make a significant reduction in the most senseless kind of waste -- the loss of human lives through accident -- and at the same time save many millions of dollars.

Secretary of Labor W. Willard Wirtz has informed me that in 1963, the latest data available, there were 100 deaths and 41,702 disabling injuries among Federal workers, at a cost to the Government of \$27,500,000.

In just the last seven years:

- More than 1,200 Federal workers died from job injuries.
- Nearly 300,000 sustained disabling injuries.
- Over 16.5 million man-days of potential production were lost.
- Costs to the Federal Government amounted to \$1 - 1 1/4 billion.

Nearly all of these deaths and injuries can be prevented.

I intend to see to it that the Federal Government will do everything in its power to prevent them.

I have initiated many Mission State-70 -- a new, practical safety program designed to reduce Federal work injuries and costs, year by year, until a total 50 percent reduction is achieved by 1970.

This will result in the saving of approximately 200 lives.

It will prevent nearly 45,000 disabling work injuries.

It will save the Federal Government nearly \$250 million in costs.

Savings such as these, once made, extend over many years.

I am forwarding with this memorandum a copy of the Safety Policy for the Federal Service. In accordance with this Policy, I am asking you to review realistically and revise where necessary the safety program of your Department or agency and report to me within 90 days the results of your review.

I am also requesting the Secretary of Labor to advise me periodically, pursuant to his responsibilities under law and Executive Order 10990, of the progress achieved.

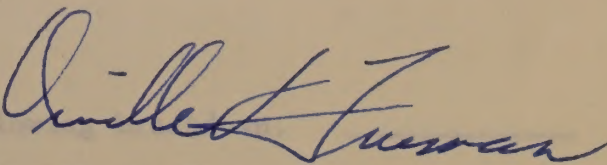
The cost of this effort in interest, energy and time is small indeed when compared to the great benefits that can be gained. I am looking forward to prompt and continued progress in reducing this needless waste of lives and materials.

/s/ LYNDON B. JOHNSON

In consonance with the President's request to me, I hereby call on each Agency Head -

- . to review your safety program carefully and critically.
- . to provide sustained leadership.
- . to cause effective action that will reduce materially the toll of injuries and costs of accidents.
- . to administer a safety program that fits all the needs and all the hazards encountered in the work you direct.
- . to submit a concise report to me by April 1, 1965, which I can incorporate in my report to the President. (See Appendix A)

President Johnson has directed that we reduce our injury frequency and costs 30 percent by 1970. I am convinced that we can reach that goal long before 1970. I request that we step up our accident prevention actions accordingly.



Orville L. Freeman
SECRETARY

This will result in the saving of approximately 200 lives.

It will prevent nearly 43,000 disabling work injuries.

It will save the Federal Government nearly \$250 million in costs.

Savings such as these, once made, last for many years.

I am forwarding with this memorandum a copy of the Safety Policy for the Federal Service. In accordance with this Policy, I am asking you to review carefully and advise me where necessary the safety program of your Department or Agency and report to me within 90 days the results of your review.

I am also requesting the Secretary of Labor to advise me periodically, pursuant to his responsibilities under the Executive Order 10880, of the progress achieved.

The cost of this effort in interest, energy and time is small indeed when compared to the great benefits that can be gained. I am looking forward to prompt and continued progress in reducing this needless waste of lives and materials."

Very truly yours,
JOHN F. KENNEDY

In accordance with the President's request to me, I hereby call on each Agency Head -

- 1. To review your safety program carefully and critically.
- 2. To provide adequate leadership.
- 3. To cause effective action that will reduce materially the toll of injuries and costs of accidents.
- 4. To administer a safety program that fits all the needs and all the hazards encountered in the work you direct.

To submit a concise report to me by April 1, 1962, which I can incorporate in my report to the President. (See Appendix A)

President Johnson has directed that we reduce our injury frequency and costs 30 percent by 1970. I am convinced that we can reach that goal long before 1970. I request that we step up our accident prevention actions accordingly.


JOHN F. KENNEDY
President

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

SECRETARY'S MEMORANDUM NO.
APPENDIX A

"MISSION SAFETY-70"

Guide For Agency Head Report To The Secretary

Report Due April 1, 1965

I. INTRODUCTION

- a. Describe safety organization - internal safety policy - highlights of administration of the policy.
- b. Set forth - total agency budget
 - total expended on safety - salaries full-time - number by grades (Washington and Field separate) and amount
 - salaries part-time - number devoting over 10% of time on safety by grades (Washington and Field separate) and amount.
 - total man-years on safety
 - total salaries on safety
 - other safety expenditures (identify purposes)
 - total expended on safety

II. PROGRAM STATUS

- a. Total number agency employees.
- b. Describe actions taken to eliminate future accidents based on records system.
- c. Describe all safety training given and how - such as courses - orientation - centers - all employees - etc.
- d. Describe compliance procedure used in administering safety regulations.
- e. Describe problems causing accidents or potential hazards that need attention.

III. STATISTICS

- a. Total accident cost based on following breakdown. _____

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

SECRETARY'S MEMORANDUM NO.
APPENDIX A

"MISSION SAFETY-73"

Guide for Agency Head Report To The Secretary

Report Due April 1, 1973

I. INTRODUCTION

- a. Describe safety organization - internal safety policy - highlights of administration of the policy.
- b. Set forth - total agency budget - total expended on safety - salaries full-time - number by grades (Washington and field separate) and amount - salaries part-time - number devoting over 10% of time to safety (Washington and field separate) and amount.
- total man-years on safety
- total salaries on safety
- other safety expenditures (identify purposes)
- total expended on safety

II. PROGRAM STATUS

- a. Total number agency employees.
- b. Describe actions taken to eliminate future accidents based on records system.
- c. Describe all safety training given and how - such as courses - orientation - centers - all employees - etc.
- d. Describe compliance procedure used in administering safety regulations.
- e. Describe problems causing accidents or potential hazards that need attention.

III. STATISTICS

- a. Total accident cost based on following breakdown.

Breakdown of total accident cost - BEC direct costs (C.Y. - 63)
 - tort claims (F.Y. - 64)
 - motor vehicle damage
 (AD-135 - C.Y. - 63)
 - other accident damage
 (AD-135 - C.Y. - 63)

Total BEC - chargeback (F.Y. - 66 budget)

b. BEC injury frequency rate (C.Y. - 63)

BEC injury severity rate (C.Y. - 63)

Motor vehicle frequency rate (C.Y. - 63 - AD-135)

	No. Accidents	Total Miles	Freq. Rate
Agency Vehicles			
GSA Pool Vehicles			
Privately Owned and Authorized			

Describe trends over past three years

IV. FUTURE PROGRAM PLANS

a. Describe specific plans for meeting goals of "MISSION SAFETY-70"

Breakdown of total accident cost - BNC direct costs (C.Y. - 83)
 - Tort claims (C.Y. - 84)
 - Motor vehicle damage
 (C.Y. - 83)
 - Other non-motor damage
 (C.Y. - 83)

Total BNC - chargedback (C.Y. - 83 budget)

B. BNC injury frequency rate (C.Y. - 83)

BNC injury severity rate (C.Y. - 83)

Motor vehicle frequency rate (C.Y. - 83 - AD-133)

Total Losses	No. Accidents	
		Agency Vehicles
		GA Pool Vehicles
		Privately Owned and Authorized

Describe trends over past three years

IV. FUTURE PROGRAM PLANS

a. Describe specific plans for meeting goals in MISSION STATEMENT-VI

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

April 22 1965

SECRETARY'S MEMORANDUM NO. 1572

Title VI, Civil Rights Act - Compliance

The recent U.S. Civil Rights Commission report of racial discrimination in some aspects of Department of Agriculture programs has been the subject of an exchange of letters between the Secretary and President Johnson.

You have received and reviewed the Commission report. My letter to the President accepting this report contains commitments which must be put into effect with dispatch.

Accordingly, I now ask that you:

1. Take immediate steps to encourage, where it does not already exist, increased participation in your programs by Negro rural residents on an equal basis with whites. I further ask that you devise and employ means to insure this increased participation in both the administration and benefits of local program activities.
2. Take immediate action to secure complete elimination of all remaining segregation and discrimination with regard to office space and related facilities at field installations.
3. Establish at once procedures to enforce nondiscriminatory service assignments within your program areas. All personnel, both Negro and white, at every level, will serve all Department clientele equally and without regard to race, creed, color, or national origin of either the Department officer or the client to be served.
4. Cooperate with the Departmental Committee on Program Review and Evaluation in action to establish methods of evaluating the effectiveness of procedures to bring about full participation for all in Department programs on a nondiscriminatory basis.

CIVIL RIGHTS

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

April 2 1968

SECRETARY'S MEMORANDUM NO. 107-1

Title VI, Civil Rights Act - Compliance

The recent U.S. Civil Rights Commission report of racial discrimination in some aspects of Department of Agriculture programs has been the subject of an exchange of letters between the Secretary and President Johnson.

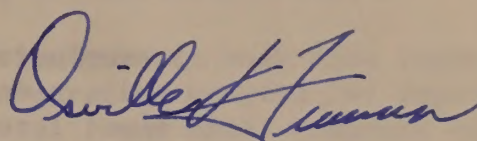
You have received and reviewed the Commission report. My letter to the President accepting this report contains comments which must be put into effect with dispatch.

Accordingly, I now ask that you:

1. Take immediate steps to encourage, where it does not already exist, increased participation in your programs by Negro rural residents on an equal basis with whites. I further ask that you devise and employ means to insure this increased participation in both the administration and benefits of local program activities.
2. Take immediate action to secure complete elimination of all remaining segregation and discrimination with regard to office space and related facilities at field installations.
3. Establish as soon as possible procedures to enforce nondiscriminatory service arrangements within your program areas. All personnel, both Negro and white, at every level, will serve all Department clientele equally and without regard to race, creed, color, or national origin of either the Department officer or the client to be served.
4. Cooperate with the Departmental Committee on Program Review and Evaluation in action to establish methods of evaluating the effectiveness of procedures to bring about full participation for all in Department programs on a nondiscriminatory basis.

I have charged the Inspector General of the Department with the responsibility to make continuing review and special surveys of agency operations and to report to me immediately any inadequacies in compliance with the Department's policy and directives in this area.

The right of all of our citizens to participate with equal opportunity in both the administration and benefits of all programs of this Department is not only legally required but morally right.



I have charged the Inspector General of the Department with the responsibility to make continuing review and special surveys of agency operations and to report to me immediately any inadequacies in compliance with the Department's policy and directives in this area.

The right of all of our citizens to participate with equal opportunity in both the administration and benefits of all programs of this Department is not only legally required but morally right.



UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C.

April 23 1965

SECRETARY'S MEMORANDUM NO. 1673

Policy Statement on Natural Beauty of the Countryside

BACKGROUND AND POLICY

In his message to Congress on Natural Beauty, the President stated:

We must rescue our cities and countryside from blight with the same purpose and vigor with which, in other areas, we moved to save the forests and the soil.

His specific charge to the Department of Agriculture was:

I am asking the Secretary of Agriculture to work with State and local organizations in developing a cooperative program for improving the beauty of the privately owned rural lands which comprise three-fourths of the Nation's area. Much can be done within existing Department of Agriculture programs without adding to cost.

The Department of Agriculture will carry out the full intent and meaning of this request.

The 1963 Yearbook of Agriculture, "A Place to Live," recognized natural beauty as a national heritage for which every citizen should have concern. Our rural communities are blessed with an abundance of natural beauty. For many years, much progress in preserving and enhancing the beauty of the countryside has been made through the Department's programs. Farm people and rural communities everywhere have given expression to their appreciation of natural beauty. Such expression has taken unique and original forms that should be maintained and enhanced. Additional emphasis will be given to fostering appreciation of rural beauty and to efforts to improve it.

Opportunities exist for further development and maintenance of an attractive countryside designed to promote a better environment for the enjoyment of living. An attractive rural environment serves urban, suburban, and rural residents alike. Beauty of landscape, open space, wildlife, and recreational experiences are values derived from the same resources that supply the Nation's water, agricultural, and forestry needs. These values can be provided at the same time basic resources are maintained and enhanced under a multiple-use planning approach.

It is the policy of the Department to give greater emphasis to beautification of the rural landscape through such things as improved homes and farmsteads; control of fires, insects and diseases; improvement of forests and woodlands, windbreaks, and shelterbelts; landscaping of farmsteads; control of erosion, floods and droughts, enhancement of fish and wildlife habitat; and development

SECRETARY'S MEMORANDUM NO. 144

Policy Statement on Natural Beauty of the Countryside

BACKGROUND AND POLICY

In his message to Congress on Natural Beauty, the President stated:

We must rescue our cities and countryside from blight with the same purpose and vigor with which, in other areas, we moved to save the forests and the soil.

His specific charge to the Department of Agriculture was:

I am asking the Secretary of Agriculture to work with State and local organizations in developing a cooperative program for improving the beauty of the privately owned rural lands which comprise three-fourths of the Nation's area. Much can be done within existing Department of Agriculture programs without adding to cost.

The Department of Agriculture will carry out the full intent and meaning of this request.

The 1933 Yearbook of Agriculture, "A Place to Live," recognized natural beauty as a national heritage for which every citizen should have concern. Our rural communities are blessed with an abundance of natural beauty. For many years much progress in preserving and enhancing the beauty of the countryside has been made through the Department's programs. Farm people and rural communities everywhere have given expression to their appreciation of natural beauty. Such expression has taken unique and original forms that should be maintained and enhanced. Additional emphasis will be given to fostering appreciation of rural beauty and to efforts to improve it.

Opportunities exist for further development and maintenance of an attractive countryside designed to provide a better environment for the enjoyment of living. An attractive rural environment serves urban, suburban, and rural residents alike. Beauty of landscape, open space, wildlife, and recreational resources are values derived from the same resources that supply the Nation's water, agricultural, and forestry needs. These values can be provided at the same time basic resources are maintained and enhanced under a multiple-use planning approach.

It is the policy of the Department to give increased emphasis to beautification of the rural landscape through such things as improved homes and farmsteads; control of fire, insects and diseases; improvement of forests and woodlands; windbreaks, and shelterbelts; landscaping of farmsteads; control of erosion; floods and droughts; enhancement of fish and wildlife habitat; and development

of land and water resources. Many other contributions will become apparent as community interests express their own interpretations of what constitutes natural beauty and what contributes to it.

RESPONSIBILITIES ASSIGNED

The following responsibilities are assigned and several guidelines are established respecting USDA participation in the nationwide program of maintaining and enhancing natural beauty, all to be carried out within the limits of present legal authorities:

1. The Assistant Secretary, Rural Development and Conservation, is responsible for coordinating the Department's activities and procedures for carrying out the policies stated in this memorandum and providing liaison with other Departments in implementing the Department's part of the President's program for the enhancement and maintenance of natural beauty. The head of each agency is responsible for insuring the full support of his agency in carrying out this program.
2. The Rural Community Development Service (RCDS) will provide planning and staff services to the Assistant Secretary, Rural Development and Conservation, in carrying out his responsibilities for coordinating the Department's activities and procedures for carrying out the policies stated in this memorandum, and providing appropriate liaison with other Departments and agencies. RCDS will work with other Federal departments and agencies in cooperative programs with State and local governments and organized groups for improving the beauty of the countryside. Within this framework, programs that can contribute to enhancement of natural beauty on privately owned rural lands used for either farm or non-farm purposes will be given assistance by the Department of Agriculture.
3. The National Rural Areas Development Advisory Committee and State and local committees will be encouraged to establish task forces to determine action programs needed for maintaining and enhancing natural beauty in their respective areas.
4. All Department agencies and State and local Technical Action Panels are directed to work with RAD committees and otherwise to provide materials, information, and assistance for developing and implementing natural beauty programs.
5. The Federal Extension Service, in cooperation with other Department agencies and the Cooperative State Extension Service, will provide leadership in developing and initiating educational programs directed at appreciation and enhancement of natural beauty. The Extension Service will seek the active cooperation of national, State, and local organizations and groups in advancing this objective.
6. The Soil Conservation Service and the Forest Service will provide technical assistance to landowners, operators, communities, and State and local governments in developing programs relating to natural beauty, including

of land and water resources. Many other contributions will become apparent as community interests express their own interpretations of what constitutes natural beauty and what contributes to it.

RESPONSIBILITIES ASSIGNED

The following responsibilities are assigned and several guidelines are established respecting WDA participation in the nationwide program of maintaining and enhancing natural beauty, all to be carried out within the limits of present legal authorities:

1. The Assistant Secretary, Rural Development and Conservation, is responsible for coordinating the Department's activities and procedures for carrying out the policies stated in this memorandum and providing liaison with other Departments in implementing the Department's part of the President's program for the enhancement and maintenance of natural beauty. The head of each agency is responsible for insuring the full support of his agency in carrying out this program.
2. The Rural Community Development Service (RCDS) will provide planning and staff services to the Assistant Secretary, Rural Development and Conservation, in carrying out his responsibilities for coordinating the Department's activities and procedures for carrying out the policies stated in this memorandum, and providing appropriate liaison with other Departments and agencies. RCDS will work with other Federal departments and agencies in cooperative programs with State and local governments and organized groups for improving the beauty of the countryside. Within this framework, programs that can contribute to enhancement of natural beauty on privately owned rural lands used for either farm or non-farm purposes will be given assistance by the Department of Agriculture.
3. The National Rural Areas Development Advisory Committee and State and local committees will be encouraged to establish task forces to determine action programs needed for maintaining and enhancing natural beauty in their respective areas.
4. All Department agencies and State and local Technical Action Panels are directed to work with RAB committees and otherwise to provide materials, information, and assistance for developing and implementing natural beauty programs.
5. The Federal Extension Service, in cooperation with other Department agencies and the Cooperative State Extension Service, will provide leadership in developing and initiating educational programs directed at recreation and enhancement of natural beauty. The Extension Service will seek the active cooperation of national, State, and local organizations and groups in advancing this objective.
6. The Soil Conservation Service and the Forest Service will provide technical assistance to landowners, operators, communities, and State and local governments in developing programs relating to natural beauty, including

privately owned woodlands, in accord with their current leadership responsibilities.

7. The Farmers Home Administration will provide financial assistance to individual landowners, eligible under its programs, to develop the natural beauty aspects of their farms and farmsteads, and to community organizations concerned with development of recreation and other community facilities.
8. The Agricultural Stabilization and Conservation Service will provide cost-sharing for practices and programs that contribute to natural beauty of farms and rural landscapes.
9. The Rural Electrification Administration will increase its emphasis on development of rural utility installation methods to maintain and enhance natural beauty. A continuing effort will be made to develop ways for reducing costs of installing underground utility lines.
10. The Agricultural Research Service, Economic Research Service, and Forest Service will undertake research designed to furnish assistance in guiding agency programs on natural beauty. This assistance will also include interpretations of past and current information applicable to natural beauty programs along with field testing and demonstration where appropriate.
11. The Cooperative State Research Service will encourage State research agencies to include natural beauty as an aspect of related research on recreation, resource development, and land use projects.
12. The Farmer Cooperative Service will encourage all rural marketing, purchasing, and related service cooperatives to improve the beauty of their premises and facilities, and create among their members a desire to improve the appearance of their farms and the countryside of which they are a part.
13. The Office of Information will provide overall information coordination and leadership to assure a comprehensive, Department-wide information approach. This will be done in a manner similar to the Office's present overall information assignment on Rural Areas Development and the anti-poverty efforts of the Department.
14. All agencies of the Department will cooperate with State, area, and local groups in providing consultative and technical assistance in developing planning guidelines, including advice on zoning, easements, taxation, and other institutional devices related to development of natural beauty programs on both farm and non-farm lands, including the countryside near urban developments.

PROGRAM EVALUATIONS

All agencies of the Department will submit periodic reports as may be requested on the progress being made in meeting the goals of the President's program for

privately owned woodlands, in accord with their current leadership responsibilities.

7. The Farmers Home Administration will provide financial assistance to individual landowners, eligible under its programs, to develop the natural beauty aspects of their farms and farmsteads, and to community organizations concerned with development of recreation and other community facilities.

8. The Agricultural Stabilization and Conservation Service will provide cost-sharing for practices and programs that contribute to natural beauty of farms and rural landscapes.

9. The Rural Electrification Administration will increase its emphasis on development of rural utility installation methods to maintain and enhance natural beauty. A continuing effort will be made to develop ways for reducing costs of installing underground utility lines.

10. The Agricultural Research Service, Economic Research Service, and Forest Service will undertake research designed to furnish assistance in guiding agency programs on natural beauty. This assistance will also include interpretations of past and current information applicable to natural beauty programs along with field testing and demonstration where appropriate.

11. The Cooperative State Research Service will encourage State research agencies to include natural beauty as an aspect of related research on recreation, resource development, and land use projects.

12. The Farmer Cooperative Service will encourage all rural marketing, purchasing, and related service cooperatives to improve the beauty of their premises and facilities, and create among their members a desire to improve the appearance of their farms and the countryside of which they are a part.

13. The Office of Information will provide overall information coordination and leadership to assure a comprehensive, Department-wide information approach. This will be done in a manner similar to the Office's present overall information assignment on Rural Areas Development and the anti-poverty efforts of the Department.

14. All agencies of the Department will cooperate with State, area, and local groups in providing consultative and technical assistance in developing planning guidelines, including advice on zoning, easements, taxation, and other institutional devices related to development of natural beauty programs on both farm and non-farm lands, including the countryside near urban developments.

PROGRAM EVALUATION

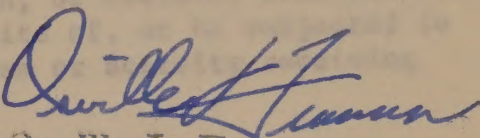
All agencies of the Department will submit periodic reports as may be requested on the progress being made in meeting the goals of the President's program for

natural beauty to the Assistant Secretary, Rural Development and Conservation, who will evaluate the effectiveness of the Department programs and make recommendations concerning revisions and reorientation needed to enhance natural beauty. This study will include an appraisal of the need for new legislation.

I expect this Department to work with all national organizations having concern with rural and farm problems to help them plan and carry out programs to foster enhancement and appreciation of natural beauty.

SETTING AN EXAMPLE

Agencies of the Department will review the present landscaping plans for premises which they operate or control and will take appropriate action to improve the beauty of existing premises and facilities and to incorporate beautification principles in all plans for new facilities.



Orville L. Freeman

SECRETARY

Whereas, I hereby appoint a Departmental Committee for Program Review and Evaluation. The Committee will establish continuing review and evaluation of Department programs to assure that these programs are effectively accomplishing the objectives of Congress on a completely non-discriminatory basis. The Committee will submit its first report to me within thirty days, setting forth:

- (a) an appropriate method for measuring the effectiveness of Department procedures to bring about full participation of minority groups in both the administration and benefits of Department programs; and
- (b) recommendations for changes in existing directives and regulations where necessary to provide for equal opportunity.

natural beauty to the Assistant Secretary, Rural Development and Conservation, who will evaluate the effectiveness of the Department programs and make recommendations concerning revisions and reorientation needed to enhance natural beauty. This study will include an appraisal of the need for new legislation.

I expect this Department to work with all national organizations having concern with rural and farm problems to help them plan and carry out programs to foster enhancement and appreciation of natural beauty.

SETTING AN EXAMPLE

Agencies of the Department will review the present landscaping plans for premises which they operate or control and will take appropriate action to improve the beauty of existing premises and facilities and to incorporate beautification principles in all plans for new facilities.


Arthur J. Freeman
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

April 26 1965

SECRETARY'S MEMORANDUM NO. 1574

Program Review and Evaluation -- Civil Rights

1. General Policy.

Section 601 of the Civil Rights Act of 1964 (P.L. 88-352) provides:

"No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

Each Federal Department empowered to extend Federal financial assistance to any program or activity by way of grant, loan, contract, or otherwise is authorized and directed to effectuate the provisions of Section 601 by issuing rules, regulations, and orders which shall be consistent with achievement of the objectives of the statute authorizing the financial assistance.

2. Committee Established.

Accordingly, I hereby appoint a Departmental Committee for Program Review and Evaluation. The Committee will establish continuing review and evaluation of Department programs to assure that these programs are efficiently accomplishing the objectives of Congress on a completely nondiscriminatory basis. The Committee will submit its first report to me within thirty days, setting forth therein:

- (a) an appropriate method for measuring the effectiveness of Department procedures to bring about full participation of minority groups in both the administration and benefits of Department programs; and
- (b) recommendations for changes in existing directives and regulations where necessary to provide for equal opportunity.

CIVIL RIGHTS

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

April 14, 1964

SECRETARY'S MEMORANDUM NO. 1574
Program Review and Evaluation -- Civil Rights

I. General Policy.

Section 601 of the Civil Rights Act of 1964 (P.L. 88-352) provides:

"No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

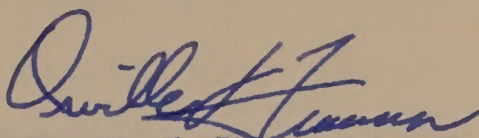
Each Federal Department empowered to extend Federal financial assistance to any program or activity by way of grant, loan, contract, or otherwise is authorized and directed to effectuate the provisions of Section 601 by issuing rules, regulations, and orders which shall be consistent with achievement of the objectives of the statute authorizing the financial assistance.

2. Committee Established.

Accordingly, I hereby appoint a Departmental Committee for Program Review and Evaluation. The Committee will establish continuing review and evaluation of Department programs to assure that these programs are efficiently accomplishing the objectives of Congress on a completely nondiscriminatory basis. The Committee will submit its first report to me within thirty days, setting forth therein:

- (a) an appropriate method for assuring the effectiveness of Department procedures to bring about full participation of minority groups in both the administration and benefits of Department programs; and
- (b) recommendations for changes in existing directives and regulations where necessary to provide for equal opportunity.

Harry Trelogan, Administrator of the Statistical Reporting Service, will serve as Chairman of the Committee. Calvin Beale, Head of the Farm Population Analysis Section, Economic Research Service, will serve as Executive Secretary. Other members of the Committee are: James Glenn, Secretary's Office; Richard W. Fitch, Jr., Office of the Inspector General; and Al^{best} Riley, Secretary's Office.



Orville L. Freeman
SECRETARY

Mr. Alfred L. Stuercke, SR., Secretary

Mr. Richard Ford, SR., Secretary

Mr. Harry Trelogan, SR.

Mr. John Bate, SR.

Mr. James Glenn, SR.

Mr. John Bate, SR.

Mr. Al^{best} Riley, SR.

The Secretary is the Secretary of the Civil Rights Council and an official representative of the Executive.

Harry Friedman, Administrator of the Statistical Reporting Service, will serve as Chairman of the Committee. Calvin Davis, head of the Population Analysis Section, Economic Research Service, will serve as Executive Secretary. Other members of the Committee are: James Glenn, Secretary's Office; Richard W. Rice, Jr., Office of the Inspector General; and Al May, Secretary's Office.

Calvin Davis
 Calvin A. Davis
 Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

February 8 1968

SECRETARY'S MEMORANDUM NO. 1574, REVISED

Program Review and Evaluation - Civil Rights

1. Policy Restatement.

Efforts to provide equal opportunity and equal access to all Departmental programs and activities receiving Federal financial assistance, free of discrimination based on race, color, or national origin, shall continue unabated in conformance with the Civil Rights Act of 1964, Executive Orders and Directives and Departmental issuances.

2. The Departmental Committee for Program Review and Evaluation.

The Departmental Committee for Program Review and Evaluation established by Secretary's Memorandum No. 1574, April 26, 1965, is hereby reconstituted and enlarged and shall include the following members:

Dr. Alfred L. Edwards, SEC, Chairman

Dr. Gladys Royal, CSRS, Secretary

Dr. Harry Trelogan, SRS

Calvin Beale, ERS

Earl Houseman, SRS

Lynn Daft, SEG

Boyd Alexander, PEPS

The Assistant to the Secretary for Civil Rights shall have ex-officio representation on the Committee.

COMMITTEES (Program Review + Evaluation)

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

SECRETARY'S MEMORANDUM NO. 157, REVISED

Program Review and Evaluation - Civil Rights

1. Policy Recommendation.

Efforts to provide equal opportunity and equal access to all Departmental programs and activities receiving Federal financial assistance, free of discrimination based on race, color, or national origin, shall continue unabated in conformance with the Civil Rights Act of 1964, Executive Orders and Directives and Departmental issuances.

2. The Departmental Committee for Program Review and Evaluation.

The Departmental Committee for Program Review and Evaluation established by Secretary's Memorandum No. 157, April 20, 1965, is hereby reconstituted and enlarged and shall include the following members:

Chairman	Dr. Alfred L. Blumstein, SEC.
Secretary	Dr. Gladys Hoyal, ERS
	Dr. Harry T. Hagan, ERS
	Calvin Beale, ERS
	Earl Housman, ERS
	Lynn Deff, SEC
	Hoyal Alexander, ERS

The Assistant to the Secretary for Civil Rights shall have ex-officio representation on the Committee.

COMMITTEE (Program Review and Evaluation)

The Committee functions shall be as follows:

- (a) assistance to agencies in developing statistical systems for recording and reporting racial data on minority and majority group program participation and the extent to which program services are furnished across racial lines;
- (b) an annual review of agency racial data systems to determine their validity and adequacy in meeting the policy restated in this memorandum; and
- (c) reporting on a semiannual basis to the Secretary and Assistant to the Secretary for Civil Rights on the status and activities of all agency programs within the scope of this memorandum. The Committee shall report to the Secretary and the Assistant to the Secretary for Civil Rights any significant unresolved differences, as they occur, with agencies as to the validity or adequacy of programs and systems created pursuant to this memorandum.

3. Responsibility of Agency Administrators.

Agency Administrators shall establish on-going statistical systems, to measure progress, or the lack of it, in meeting the civil rights objectives of the Department. These systems shall include, but not be limited to, provision for recording and reporting service to minority and majority group persons and the extent to which such service is rendered across racial lines. For this purpose, racial data and statistics shall be maintained, under safeguards which will prevent their use for discriminatory purposes, in such form and quantity as to meet the requirements of auditing procedures. In situations where State or local laws prohibit the collection or maintenance of racial statistics, the matter should be referred to the Committee for its consideration and determination. Technical assistance in program formulation and statistical system design, intended to reflect participation of minority groups, and any modification or refinement thereof, shall be sought by all agencies from the Departmental Committee for Program Review and Evaluation. On the other hand, if the exemption of any agency or programs from the provisions of this memorandum is considered appropriate by the Agency Administrator

The Committee functions shall be as follows:

- (a) assistance to agencies in developing statistical systems for recording and reporting racial data on minority and majority group persons; participation and the extent to which program activities are furnished across racial lines;
- (b) an annual review of agency racial data systems to determine their validity and adequacy in meeting the policy stated in this memorandum; and
- (c) reporting on a semiannual basis to the Secretary and Assistant to the Secretary for Civil Rights on the status and activities of all agency programs within the scope of this memorandum. The Committee shall report to the Secretary and the Assistant to the Secretary for Civil Rights any significant unresolved differences, as they occur, with agencies as to the validity or adequacy of programs and systems created pursuant to this memorandum.

3. Responsibility of Agency Administrators.

Agency Administrators shall establish ongoing statistical systems, to measure progress, on the lack of it, in meeting the civil rights objectives of the Department. These systems shall include, but not be limited to, provision for recording and reporting service to minority and majority group persons and the extent to which such service is rendered across racial lines. For this purpose, racial data and statistics shall be maintained under safeguards which will prevent their use for discriminatory purposes, in such form and quantity as to meet the requirements of existing procedures. In situations where State or local laws prohibit the collection or maintenance of racial statistics, the matter should be referred to the Committee for its consideration and determination. Technical assistance in proper participation and statistical system design, intended to protect participation of minority groups, and any restriction or refinement thereof, shall be sought by all agencies from the Departmental Committee for Program Review and Evaluation. On the other hand, if the suspension of any agency or programs from the provisions of this memorandum is considered appropriate by the Agency Administrator

concerned, he shall transmit timely, supported recommendations for such exemption to the Committee for its determination. Any schedule, reporting form, or study proposed by agencies that includes information on minority group participation in agency programs shall be referred to the Committee for evaluation before implementation.

4. Agency Reporting Requirements.

Agency Administrators shall make comprehensive written reports on the status and activities of programs and statistical systems designed to accomplish the purpose of this memorandum. These reports shall be made at least annually at a time agreed upon by the Administrators and the Committee. Said reports shall be submitted to the Secretary, the Assistant to the Secretary for Civil Rights, and the Departmental Committee for Program Review and Evaluation.

The term "minority group person" as used in this memorandum shall include Negroes, Mexican-Americans, American Indians, Orientals, and any other minority group for whom it becomes pertinent to measure service, as determined by the Committee and reflected in its minutes.

Secretary's Memorandum No. 1574, issued April 26, 1965, is hereby superseded.

Quill L. Furman

concerned, he shall transmit timely, supported recommendations for each exemption to the Committee for its determination. Any schedule, reporting form, or study proposed by agencies that includes information on minority group participation in agency programs shall be referred to the Committee for evaluation before implementation.

4. Agency Reporting Requirements.

Agency Administrators shall make comprehensive written reports on the status and activities of programs and statistical data to the Committee for its determination. These reports shall be made at least annually at a time agreed upon by the Administrator and the Committee. Said reports shall be submitted to the Secretary, the Assistant to the Secretary for Civil Rights, and the Departmental Committee for Program Review and Evaluation.

The term "minority group person" as used in this memorandum shall include Negroes, Mexican-Americans, American Indians, Orientals, and any other minority group for whom it becomes pertinent to measure service, as determined by the Committee and reflected in its minutes.

Secretary's Memorandum No. 154, dated April 20, 1965, is hereby superseded.



UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

April 29 1965

SECRETARY'S MEMORANDUM NO. 1575

Citizens Advisory Committee on Civil Rights

1. General Policy.

Title VI of the Civil Rights Act of 1964 provides:

"No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

This Department will fully support both the letter and intent of this Title. Our regulations extending Federal financial assistance for USDA programs will be so worded as to make clear our intent.

2. Committee Established.

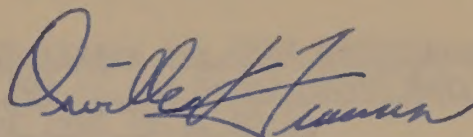
To further the purposes of the Civil Rights Act and the objectives of Title VI, I hereby establish a Citizens Advisory Committee on Civil Rights. The Committee will consist of people with varied backgrounds and interests. They will:

- (a) review the Department's policies, practices, and procedures which promote equality of opportunity;
- (b) advise me of the effectiveness of our program directives that are designed to achieve compliance with Title VI of the Civil Rights Act; and
- (c) recommend changes in Department rules, regulations, and orders to assure that our activities are free of racial discrimination.

The Committee shall serve at my discretion. They will meet on the call of the Chairman, Thomas R. Hughes, Executive Assistant to the Secretary. William M. Seabron, Assistant to the Secretary, will serve as Executive Secretary.

COMMITTEES (Civil Rights, Citizens Advisory)

Secretariat assistance will be provided by the Office of the Secretary. Funds will be available for travel and other official expenses of Committee members.



Orville L. Freeman
SECRETARY

Secretariat assistance will be provided by the Office of the Secretary. Funds will be available for travel and other official expenses of Committee members.

Arthur J. Brown
Arthur J. Brown
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C.

May 11 1965

SECRETARY'S MEMORANDUM NO. 1576

Assignment of Responsibilities for USDA Activities
Authorized under Section 203 of the Appalachian Regional
Development Act of 1965 (P.L. 89-4)

The Department will carry out its responsibilities for long-term conservation cost-sharing programs authorized under Section 203 of the Appalachian Regional Development Act of 1965 according to the following assignments.

1. AGRICULTURAL STABILIZATION AND CONSERVATION SERVICE

A. The Agricultural Stabilization and Conservation Service is assigned responsibility for arranging for needed assistance from the USDA to State Governments in formulating proposed programs under Section 203. This responsibility shall be carried out by Agricultural Stabilization and Conservation Service through the medium of the Agricultural Conservation Program Development Group having responsibility for formulating the ACP at the State level. This Group, which consists of the State ASC committee (including the State Director of Extension), the State Conservationist of the Soil Conservation Service and the Forest Service official having jurisdiction over farm forestry in the State, shall seek full consultation in this effort with all organizations and agencies within the State that have conservation interests and responsibilities. Upon request of the Governor of the State, a fourth member of the Group selected by the Governor may be designated by the Secretary as a direct representative of the State Government with equal authority with other members of the Group in its program formulation responsibilities for the ACP as well as programs under Section 203.

B. When programs authorized by Section 203 have been proposed by the State Government and approved by the Appalachian Commission, the Secretary of Agriculture and the Federal Co-Chairman of the Commission, the implementation of those programs within the State and necessary supervision thereof shall be the

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C.

SEP 11 1965

SECRETARY'S MEMORANDUM NO. 272

Assignment of Responsibilities for USDA Activities
Authorized under Section 203 of the Appalachian Regional
Development Act of 1965 (P.L. 89-2)

The Department will carry out its responsibilities for long-term conservation cost-sharing programs authorized under Section 203 of the Appalachian Regional Development Act of 1965 according to the following assignments:

1. AGRICULTURAL STABILIZATION AND CONSERVATION SERVICE

A. The Agricultural Stabilization and Conservation Service is assigned responsibility for arranging for needed assistance from the USDA to State Governments in formulating proposed programs under Section 203. This responsibility shall be carried out by Agricultural Stabilization and Conservation Service through the medium of the Agricultural Conservation Program Development Group having responsibility for formulating the ACP at the State level. This Group, which consists of the State ACP Committee (including the State Director of Extension), the State Conservation Committee of the Soil Conservation Service and the Forest Service officials having jurisdiction over the forest in the State, shall seek full consultation in this effort with all organizations and agencies within the State that have conservation interests and responsibilities. Upon request of the Governor of the State, a fourth member of the Group selected by the Governor may be designated by the Secretary as a direct representative of the State Government with equal authority with other members of the Group in its program formulation responsibilities for the ACP as well as programs under Section 203.

B. When programs authorized by Section 203 have been proposed by the State Government and approved by the Appalachian Conservation, the Secretary of Agriculture and the Federal Chairman of the Commission, the implementation of those programs within the State and necessary supervision thereof shall be the

joint responsibility of the Agricultural Stabilization and Conservation Service, the Soil Conservation Service, the Forest Service, and the Farmers Home Administration. The Agricultural Stabilization and Conservation Service hereby is designated as the Departmental agency responsible for administration of approved programs authorized by Section 203, and is delegated authority to issue regulations necessary for the carrying out of such programs.

C. Long-term conservation cost-sharing contracts under Section 203 with landowners, operators or occupiers shall be entered into for the Secretary by county ASC committees. Applications for such contracts shall be filed with that committee. The county ASC committee shall determine if the applicant would be eligible for such contract providing he has or develops an acceptable Conservation and Development Plan. Following this determination, eligible applicants will be referred by the county committee as hereinafter required to the local Soil Conservation Service representative for technical assistance with plan review, revision or development or the furnishing of available soils or technical guide data. After presentation of Conservation and Development plans to the county ASC committee that are acceptable to the Secretary, the committee shall enter into contracts.

D. The county committee will determine whether to enter into a contract and if so for which of the eligible conservation measures called for in the plan to approve cost-sharing and the amount thereof. Particular consideration should be given to cases where the measures also will further the purposes of other objectives of the Act. The committee will determine the length of the contract period and the time limit within the contract period by which each of the conservation practices or measures required under the contract is to be established. Such time limits shall be consistent with any necessary sequence of installation of measures called for in the approved Conservation and Development Plan. The Soil Conservation Service will be furnished a copy of the contract and any amendments thereto. The county committee shall determine compliance with the contract, issue payments due thereunder and otherwise administer the contract in accordance with instructions issued by the Administrator, Agricultural Stabilization and Conservation Service.

2. SOIL CONSERVATION SERVICE

A. The Soil Conservation Service shall be responsible for pro-

viding or arranging for technical planning assistance to land-owners, operators and occupiers in formulating a Conservation and Development Plan for each farm or other land unit proposed for placing under contract after the county ASC committee has initially determined eligibility. Where the proposed treatment involves a single practice such as pasture renovation or timber stand improvement or conversion of small acreages (less than 10 acres) of land to grass or trees not involving critical areas or unusual costs, and the county committee requests such information as a basis for a contract, soil suitability information and other technical guide data as available will constitute adequate Soil Conservation Service planning assistance for Section 203.

B. The Soil Conservation Service shall be responsible for providing any on-site technical services needed in the application or installation of conservation practices or measures (other than forestry) called for in the contracts entered into by the ASC committee.

C. Soil Conservation Service shall be responsible for reporting to the committee the completion of such conservation measures for which Soil Conservation Service provides technical services as an aid to the committee in determining the propriety of payments to be made under such contracts.

3. FOREST SERVICE

A. The Forest Service shall be responsible for providing technical services needed in the installation of forestry practices or measures and for providing reports to county committees as needed on the completion of such practices. State and county foresters and qualified personnel of other public and private organizations may be used by the Forest Service where it deems this appropriate in the discharge of these responsibilities.

4. FARMERS HOME ADMINISTRATION

A. The Farmers Home Administration, within available funds and subject to the authority and limitations of Section 304 of the Consolidated Farmers Home Administration Act of 1961, as amended, will make loans to contract holders who are also eligible for loan assistance from FHA for that part of the cost of conservation measures called for in an approved plan for which cost sharing will not be available under the contract.

B. Loans will also be made to eligible borrowers in Appalachia, to the extent of funds available, for the costs of conservation

viding or arranging for technical planning assistance to land-owners, operators and occupiers in formulating a Conservation and Development Plan for each farm or other land unit proposed for placing under contract after the county ASC committee has initially determined eligibility. Where the proposed treatment involves a single practice such as pasture renovation or timber stand improvement or conversion of small acreages (less than 10 acres) of land to grass or trees not involving critical areas or unusual costs, and the county committee requests such information as a basis for a contract, soil suitability information and other technical guide data as available will constitute adequate Soil Conservation Service planning assistance for Section 303.

B. The Soil Conservation Service shall be responsible for providing any on-site technical services needed in the application or installation of conservation practices or measures (other than forestry) called for in the contracts entered into by the ASC committee.

C. Soil Conservation Service shall be responsible for reporting to the committee the completion of such conservation measures for which Soil Conservation Service provides technical services as an aid to the committee in determining the propriety of payments to be made under such contracts.

FOREST SERVICE

A. The Forest Service shall be responsible for providing technical services needed in the installation of forestry practices or measures and for providing reports to county committees as needed on the completion of such practices. State and county foresters and qualified personnel of other public and private organizations may be used by the Forest Service where it deems this appropriate in the discharge of these responsibilities.

FARMERS HOME ADMINISTRATION

A. The Farmers Home Administration, within available funds and subject to the authority and limitations of Section 304 of the Consolidated Farmers Home Administration Act of 1961, as amended, will make loans to contract holders who are also eligible for loan assistance from FHA for that part of the cost of conservation measures called for in an approved plan for which cost sharing will not be available under the contract.

B. Loans will also be made to eligible borrowers in Appalachia, to the extent of funds available, for the costs of conservation

measures on acreage in excess of the contract acreage, and to persons not entering into cost sharing contracts, which will achieve similar conservation and development on farms in the area.

5. APPROVAL OF CONSERVATION AND DEVELOPMENT PLANS

A. To be acceptable to the Secretary for purposes of contracts under Section 203 a Conservation and Development Plan must meet the following criteria:

(1) Except for the cases described in 2 A above, the plan must be developed by the applicant with technical assistance from the Soil Conservation Service. All applicants will be encouraged to become cooperators with their local soil and water conservation district.

(2) The plan must set-forth for the land proposed to be placed under contract the proposed uses of such land, the conservation practices or measures proposed for treating the land in such uses, and where essential to the success of those measures and uses, the proper combinations and sequence of such practices and land-use changes.

(3) The land use changes proposed in the plan must not result in a significant increase of total cropland on the farm or land unit.

(4) Except for the cases described in 2 A above, the plan must be approved for the Secretary by Soil Conservation Service before the county ASC committee enters into the contract. As a part of its approval of a plan the Soil Conservation Service will provide the county ASC committee for the land proposed to be placed under contract, (a) a plan map that identifies each field, the approximate acreage in each, the planned land use, and other features such as available soils or technical guide information helpful to the participant in carrying out the plan, (b) a listing by fields or other identified areas of the land, the amount or extent or combinations of practices or measures (or components thereof) needed and (c) the sequence necessary for successful establishment of planned measures or practices.

measures on acreage in excess of the contract acreage, and to persons not entering into cost sharing contracts, which will achieve similar conservation and development on farms in the area.

5. APPROVAL OF CONSERVATION AND DEVELOPMENT PLANS

A. To be acceptable to the Secretary for purposes of contracts under Section 203 a Conservation and Development Plan must meet the following criteria:

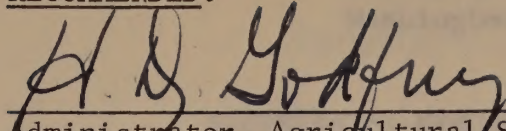
(1) Except for the cases described in 2 A above, the plan must be developed by the applicant with technical assistance from the Soil Conservation Service. All applicants will be encouraged to become cooperators with their local soil and water conservation district.

(2) The plan must set forth for the land proposed to be placed under contract the proposed use of such land, the conservation practices or measures proposed for treating the land in such uses, and where essential to the success of those measures and uses, the proper combinations and sequence of such practices and land-use changes.

(3) The land use changes proposed in the plan must not result in a significant increase of total cropland on the farm or land unit.

(4) Except for the cases described in 2 A above, the plan must be approved for the Secretary by Soil Conservation Service before the county ASC committee enters into the contract. As a part of its approval of a plan the Soil Conservation Service will provide the county ASC committee for the land proposed to be placed under contract, (a) a plan map that identifies each field, the approximate acreage in each, the planned land use, and other features such as available soils or technical guide information helpful to the participant in carrying out the plan, (b) a listing by fields or other identified areas of the land, the amount or extent or combination of practices or measures (or components thereof) needed and (c) the response necessary for successful establishment of planned measures or practices.

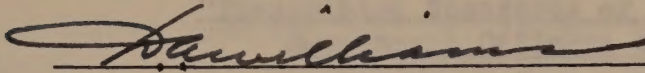
RECOMMENDED:



Administrator, Agricultural Stabilization
and Conservation Service

MAY 6 1965

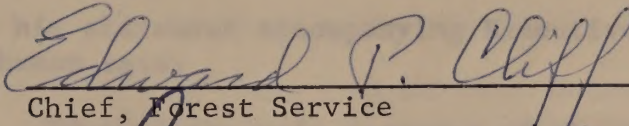
Date



Administrator, Soil Conservation Service

5/6/65

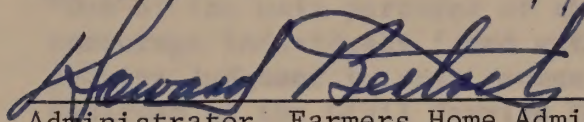
Date



Chief, Forest Service

5/7/65

Date



Administrator, Farmers Home Administration

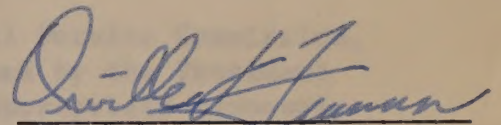
MAY 10 1965

Date

Approved:

MAY 11 1965

Date



Secretary

Orville L. Freeman

SECRETARY



Orville L. Freeman

RECORDED COPY

H. S. Hoffman
Administrator, Agricultural Stabilization
and Conservation Service

MAY 8 1965

Date

5/10/65
Date

[Signature]
Administrator, Soil Conservation Service

5/11/65

Date

Charles D. Goff
Chief, Forest Service

MAY 10 1965

Date

[Signature]
Administrator, Farmers Home Administration

Approved:

MAY 11 1965

Date

Secretary

Orville L. Freeman
SECRETARY

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
Washington, D.C. 20250

June 7 1965

SECRETARY'S MEMORANDUM NO. 1577

Designation Pursuant to Executive Order 11222
"Prescribing Standards of Ethical Conduct for
Government Officers and Employees"

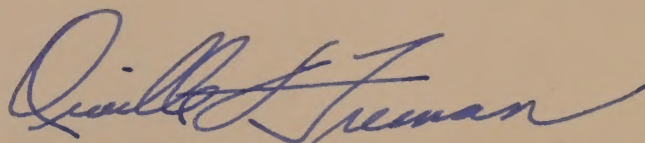
In his statement accompanying Executive Order 11222, President Johnson said:

"One of the main purposes of the executive order is to encourage individuals faced with questions involving subjective judgment to seek counsel and guidance. Thus, the Chairman of the Civil Service Commission has been instructed to work with each department and agency head to establish within his organization designated individuals who can provide the guidance and interpretation necessary to relate general principles to specific situations."

Mr. John W. Macy, Jr., Chairman of the U.S. Civil Service Commission, has asked me to designate the individual mentioned by the President as soon as possible. Also that he be assigned appropriate responsibilities in accordance with the Executive Order.

I have appointed Mr. Thomas R. Hughes, Executive Assistant to the Secretary, as the individual within this Department. He will provide counsel, guidance, and interpretation on matters relating to the ethical conduct of officers and employees in this Department. Mr. Macy was notified of this appointment by letter dated May 26, 1965.

Hereafter questions on matters that cannot be resolved in your agency shall be referred to Mr. Hughes' office.



Orville L. Freeman
SECRETARY

PERSONNEL 9

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
Washington, D.C. 20250

June 7 1952

SECRETARY'S MEMORANDUM NO. 1117

Re: Departmental Order 11117
"Prescribing Standards of Ethical Conduct for
Government Officers and Employees"

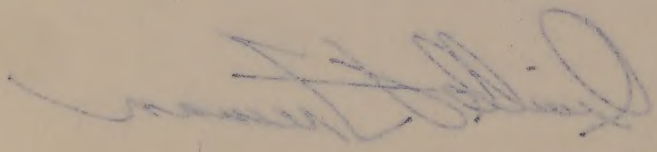
In his statement accompanying Executive Order 11122, President Johnson said:

"One of the main purposes of the executive order is to encourage individuals faced with questions involving subjective judgment to seek counsel and guidance. Thus, the Chairman of the Civil Service Commission has been instructed to work with each department and agency head to establish within his organization designated individuals who can provide the guidance and interpretation necessary to relate general principles to specific situations."

Mr. John W. Macy, Jr., Chairman of the U.S. Civil Service Commission, has asked me to designate the individual mentioned by the President as soon as possible. Also that he be assigned appropriate responsibilities in accordance with the Executive Order.

I have appointed Mr. Thomas R. Hughes, Executive Assistant to the Secretary, as the individual within this Department. He will provide counsel, guidance, and interpretation on matters relating to the ethical conduct of officers and employees in this Department. Mr. Macy was notified of this appointment by letter dated May 28, 1952.

Hereafter questions on matters that cannot be resolved in your agency shall be referred to Mr. Hughes' office.


Willis L. Freeman
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

July 2 1965

SECRETARY'S MEMORANDUM NO. 1578

Program and Budget Review Committee

The Budget Committee and the Program Review Board were established to provide a means for systematic and coordinated policy review of budget issues, and of program matters other than those falling within the purview of the Board of Directors of the Commodity Credit Corporation.

Because of the close relationship between program and budget issues, and in view of the degree of overlapping membership between the two groups, the functions of the Budget Committee and Program Review Board are hereby transferred to a single body to be known as the Program and Budget Review Committee.

Membership of the Committee shall consist of the following:

Under Secretary, Chairman

Assistant Secretaries

Director, Science and Education

Director, Agricultural Economics

Executive Assistant to the Secretary

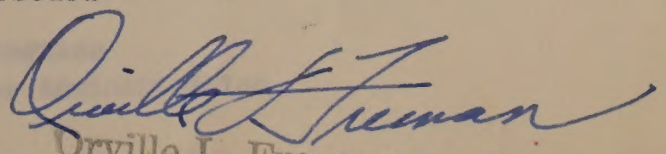
Deputy Under Secretary

The Director of the Office of Budget and Finance shall serve as the secretary of the Committee. The General Counsel shall be responsible for providing any needed legal services. The Director of Personnel shall provide staff assistance to the Committee in the area of Cost Reduction. Staff assistance will be provided as requested by the Chairman.

Members of the Committee who are not able to attend meetings may be represented by their deputies. The Chairman will invite other members of the Secretary's staff, agency and staff office heads, and others to meetings of the Committee as required to fully develop the subject under discussion.

The Committee will meet as may be determined by the Chairman.

Secretary's Memorandum No. 1456, Revised, dated April 27, 1964, and the Memorandum to Heads of Department Agencies dated July 23, 1963, titled "Program Review Board" are hereby superseded.


Orville L. Freeman

COMMITTEES

(Program and Budget Review)

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

July 2, 1963

SECRETARY'S MEMORANDUM NO. 1458

Program and Budget Review Committee

The Budget Committee and the Program Review Board were established to provide a means for systematic and coordinated policy review of budget issues, and of program matters other than those falling within the purview of the Board of Directors of the Commodity Credit Corporation.

Because of the close relationship between program and budget issues, and in view of the degree of overlapping membership between the two groups, the functions of the Budget Committee and Program Review Board are hereby transferred to a single body to be known as the Program and Budget Review Committee.

Membership of the Committee shall consist of the following:

Under Secretary, Chairman

Assistant Secretaries

Director, Science and Education

Director, Agricultural Economics

Executive Assistant to the Secretary

Deputy Under Secretary

The Director of the Office of Budget and Finance shall serve as the secretary of the Committee. The General Counsel shall be responsible for providing any needed legal services. The Director of Personnel shall provide staff assistance to the Committee in the area of Cost Reduction. Staff assistance will be provided as requested by the Chairman.

Members of the Committee who are not able to attend meetings may be represented by their deputies. The Chairman will invite other members of the Secretary's staff, agency and staff office heads, and others to meetings of the Committee as required to fully develop the subject under discussion.

The Committee will meet as may be determined by the Chairman.

Secretary's Memorandum No. 1458, Revised, dated April 25, 1964, and the Memorandum to Heads of Department Agencies dated July 23, 1963, titled "Program Review Board" are hereby superseded.



COMMITTEE (Program and Budget Review)

May 27 1966

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

SECRETARY'S MEMORANDUM NO. 1578, REVISED

Program and Budget Review Committee

This Committee has been established to provide for systematic and coordinated policy review of budget issues and of program matters, other than those within the purview of the Board of Directors of the Commodity Credit Corporation.

Current membership of the Committee includes:

Under Secretary, Chairman

Assistant Secretaries

Director, Science and Education

Director, Agricultural Economics

Executive Assistant to the Secretary

Special Assistant to the Secretary

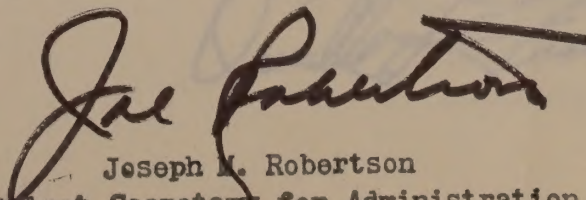
Deputy Under Secretary

The Director of the Office of Budget and Finance shall serve as the secretary of the Committee. The General Counsel shall be responsible for providing any needed legal services. The Director of Personnel shall provide assistance to the Committee in the area of Cost Reduction. Staff assistance will be provided as requested by the Chairman.

Members of the Committee who are not able to attend meetings may be represented by their deputies. The Chairman will invite other members of the Secretary's staff, agency and staff office heads, and others to meetings of the Committee as required to fully develop the subject under discussion.

The Committee will meet as may be determined by the Chairman.

Secretary's Memorandum No. 1578 dated July 2, 1965 is hereby superseded.



Joseph M. Robertson
Assistant Secretary for Administration

COMMITTEES (Program & Budget Review)

May 27 1966

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

SECRETARY'S MEMORANDUM NO. 1578, REVISED

Program and Budget Review Committee

This Committee has been established to provide for systematic and coordinated policy review of budget issues and of program matters, other than those within the purview of the Board of Directors of the Commodity Credit Corporation.

Current membership of the Committee includes:

Under Secretary, Chairman

Assistant Secretaries

Director, Science and Education

Director, Agricultural Economics

Executive Assistant to the Secretary

Special Assistant to the Secretary

Deputy Under Secretary

The Director of the Office of Budget and Finance shall serve as the secretary of the Committee. The General Counsel shall be responsible for providing any needed legal services. The Director of Personnel shall provide assistance to the Committee in the area of Cost Reduction. Staff assistance will be provided as requested by the Chairman.

Members of the Committee who are not able to attend meetings may be represented by their deputies. The Chairman will invite other members of the Secretary's staff, agency and staff office heads, and others to meetings of the Committee as requested to fully develop the subject under discussion.

The Committee will meet as may be determined by the Chairman.

Secretary's Memorandum No. 1578 dated July 2, 1965 is hereby superseded.


Joseph A. Robertson
Assistant Secretary for Administration

COMMITTEE

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

September 29 1967

SECRETARY'S MEMORANDUM NO. 1578, REVISED

Program and Budget Review Committee

This Committee has been established to provide for systematic and coordinated policy review of budget issues and of program matters, other than those within the purview of the Board of Directors of the Commodity Credit Corporation.

Membership of the Committee is:

Under Secretary, Chairman

Assistant Secretaries

Director, Science and Education

Director, Agricultural Economics

Executive Assistant to the Secretary

Special Assistant to the Secretary

The Director of the Office of Budget and Finance shall serve as the secretary of the Committee.

Members of the Committee unable to attend meetings will be represented by their deputies.

The Chairman may invite others to meetings of the Committee as required to fully develop the subject under discussion.

The Committee will meet as may be determined by the Chairman.

Secretary's Memorandum No. 1578, revised May 27, 1966, is hereby superseded.

Quill L. Freeman

COMMITTEES (Program, Budget Review)

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

September 29, 1957

SECRETARY'S MEMORANDUM NO. 1578, REVISED

Program and Budget Review Committee

This Committee has been established to provide for systematic and coordinated policy review of budget issues and of program matters, other than those within the purview of the Board of Directors of the Commodity Credit Corporation.

Membership of the Committee is:

Under Secretary, Chairman

Assistant Secretaries

Director, Science and Education

Director, Agricultural Economics

Executive Assistant to the Secretary

Special Assistant to the Secretary

The Director of the Office of Budget and Finance shall serve as the Secretary of the Committee.

Members of the Committee unable to attend meetings will be represented by their deputies.

The Chairman may invite others to meetings of the Committee as required to fully develop the subject under discussion.

The Committee will meet as may be determined by the Chairman.

Secretary's Memorandum No. 1578, revised May 27, 1956, is hereby superseded.



COMMITTEE (Budget and Finance)

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

March 25 1969

SECRETARY'S MEMORANDUM NO. 1578, Revised

Program and Budget Review Committee

This Committee has been established to provide for systematic and coordinated policy review of budget issues and of program matters, other than those within the purview of the Board of Directors of the Commodity Credit Corporation.

Membership of the Committee is:

Under Secretary, Chairman

Assistant Secretaries

Director, Science and Education

Director, Agricultural Economics

Executive Assistant to the Secretary

The Director of the Office of Budget and Finance shall serve as the secretary of the Committee.

Members of the Committee unable to attend meetings will be represented by their deputies.

The Chairman may invite others to meetings of the Committee as required to fully develop the subject under discussion.

The Committee will meet as may be determined by the Chairman.

Secretary's Memorandum No. 1578, revised September 29, 1967, is hereby superseded.

Clifford M. Hardin

Clifford M. Hardin
Secretary Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

March 25 1967

SECRETARY'S MEMORANDUM NO. 1278

Program and Budget Review Committee

This Committee has been established to provide for systematic and coordinated policy review of budget issues and of program matters, other than those within the purview of the Board of Directors of the Commodity Credit Corporation.

Membership of the Committee is:

Under Secretary, Chairman

Assistant Secretaries

Director, Science and Education

Director, Agricultural Economics

Executive Assistant to the Secretary

The Director of the Office of Budget and Finance shall serve as the secretary of the Committee.

Members of the Committee unable to attend meetings will be represented by their deputies.

The Chairman may invite others to meetings of the Committee as required to fully develop the subject under discussion.

The Committee will meet as may be determined by the Chairman.

Secretary's Memorandum No. 1278, revised September 29, 1967, is hereby superseded.

William M. Boykin
Secretary Agriculture

William M. Boykin

COMMITTEE (Program, Budget Review)

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

July 8 1965

SECRETARY'S MEMORANDUM NO. 1579

Coordination of Department Activities in Appalachia and
Establishment of the USDA Committee For Appalachian Development

(COPS)
1. Background and Policy. The Appalachian Regional Commission was created by The Appalachian Regional Development Act of 1965 (P. L. 89-4) to coordinate a variety of programs designed to revitalize the Appalachian economy, namely to secure the following:

- a. 1. Better access to and within the region;
- b. 2. Fuller development of the land and timber resources of Appalachia;
- c. 3. Improved development and management of Appalachia's water resources; and
- d. 4. Improvements in human resources and public facilities. In addition, the Commission makes recommendations with regard to existing and proposed programs, and provides program planning.

The Commission is comprised of representatives from each of the eleven Appalachian States (Alabama, Georgia, Kentucky, Maryland, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, Virginia, and West Virginia) and a Federal Co-Chairman appointed by the President.

The Federal Co-Chairman represents the Federal Government. The affirmative vote of the Federal Co-Chairman is required in order for any action to be taken by the Commission. The Federal Co-Chairman is required to inform the nine Federal Departments and Agencies of significant matters to be taken under consideration by the Commission. Before the Federal Co-Chairman casts his vote on any such matters, he must secure a consensus of the interested Federal Departments and Agencies, through the Federal Development Committee For Appalachia, or by consultation with the Department or Agency representatives on the Committee.

COMMITTEES (Appalachian Development, U.S.D.A.)

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

July 8, 1965

SECRETARY'S MEMORANDUM NO. 1077

Establishment of the USDA Committee for Appalachian Development
Coordination of Department Activities in Appalachia and

1. Background and Policy. The Appalachian Regional Commission was created by the Appalachian Regional Development Act of 1965 (P. L. 89-4) to coordinate a variety of programs designed to revitalize the Appalachian economy, namely to secure the following:

1. Better access to and within the region;
2. Fuller development of the land and timber resources of Appalachia;
3. Improved development and management of Appalachia's water resources; and
4. Improvements in human resources and public facilities. In addition, the Commission makes recommendations with regard to existing and proposed programs, and provides program planning.

The Commission is comprised of representatives from each of the eleven Appalachian States (Alabama, Georgia, Kentucky, Maryland, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, Virginia, and West Virginia) and a Federal Co-Chairman appointed by the President.

The Federal Co-Chairman represents the Federal Government. The alternative vote of the Federal Co-Chairman is required in order for any action to be taken by the Commission. The Federal Co-Chairman is required to inform the nine Federal Departments and Agencies of significant matters to be taken under consideration by the Commission. Before the Federal Co-Chairman casts his vote on any such matters, he must secure a consensus of the interested Federal Departments and Agencies, through the Federal Development Committee for Appalachia, or by consultation with the Department or Agency representatives on the Committee.

Executive Order 11209, dated March 25, 1965, established the Federal Development Committee For Appalachia. Its purpose is to coordinate related Appalachian planning activities of the Federal Government. This Committee is composed of the Federal Co-Chairman of the Appalachian Regional Commission, who serves as chairman, and nine other members, each designated by and representing one of the following:

Secretary of Agriculture,
Secretary of the Army,
Secretary of Commerce,
Secretary of Health, Education, and Welfare,
Secretary of the Interior,
Secretary of Labor,
Housing and Home Finance Administrator,
Director of the Office of Economic Opportunity, and
The Board of Directors, Tennessee Valley Authority

al The principle functions of the Federal Development Committee For Appalachia are as follows:

- a. 1. To review all plans of the Federal Departments and Agencies before the Federal Co-Chairman transmits them to the Commission, to insure optimum coordination among all participating agencies; and
- b. 2. To review and prepare comments which are to be transmitted by the Federal Co-Chairman to the Commission, to reflect the Federal Government's position on all tentative development plans prepared by the Commission.

Robert G. Lewis, Administrator, Rural Community Development Service, has been designated to represent the Department of Agriculture on the Federal Development Committee, and to coordinate Appalachian program activities within the Department. It is his responsibility to provide liaison between the Department and the Federal Co-Chairman on all Appalachian matters.

It is the policy of this Department to utilize all of its relevant program activities to help in developing the full economic and social potential of the Appalachian region.

In the development of the Department's position on matters that come before the Federal Development Committee For Appalachia, such matters will be referred to the Department agencies concerned for their analysis, appraisal, and advice.

(COPS)
2. Committee Established. There is hereby established a USDA Committee for Appalachian Development. This will help to assure carrying out effective

Executive Order 11209, dated March 25, 1965, established the Federal Development Committee for Appalachia. Its purpose is to coordinate related Appalachian planning activities of the Federal Government. This Committee is composed of the Federal Co-Chairman of the Appalachian Regional Commission, who serves as chairman, and nine other members, each designated by and representing one of the following:

- Secretary of Agriculture;
- Secretary of the Army;
- Secretary of Commerce;
- Secretary of Health, Education, and Welfare;
- Secretary of the Interior;
- Secretary of Labor;
- Housing and Home Finance Administration;
- Director of the Office of Economic Opportunity; and
- The Board of Directors, Tennessee Valley Authority

The principal functions of the Federal Development Committee for Appalachia are as follows:

1. To review all plans of the Federal Departments and Agencies before the Federal Co-Chairman transmits them to the Commission, to insure optimum coordination among all participating agencies; and
2. To review and prepare comments which are to be transmitted by the Federal Co-Chairman to the Commission, to reflect the Federal Government's position on all tentative development plans prepared by the Commission.

Robert G. Lewis, Administrator, Rural Community Development Service, has been designated to represent the Department of Agriculture on the Federal Development Committee, and to coordinate Appalachian program activities within the Department. It is his responsibility to provide liaison between the Department and the Federal Co-Chairman on all Appalachian matters.

It is the policy of this Department to utilize all of its relevant program activities to help in developing the full economic and social potential of the Appalachian region.

- In the development of the Department's position on matters that come before the Federal Development Committee for Appalachia, such matters will be referred to the Department agencies concerned for their analysis, appraisal, and advice.
3. Committee Established. There is hereby established a USDA Committee for Appalachian Development. This will help to assure carrying out effective

agricultural programs in the performance of duties conferred on this Department by Public Law 89-4 and Executive Order 11209. The Committee will enable the Department representative to present Department programs for review by the Federal Development Committee, and to present comments representing the position of the Department on Commission proposals.

(CZPS)
3. Duties. This USDA Committee will provide the means through which (1) information about the Federal Development Committee proceedings will be transmitted to the concerned Department agencies; (2) Department plans and proposals scheduled to be submitted to the Federal Co-Chairman will be reviewed, evaluated, and a unified position developed; (3) Department comments and recommendations on Commission proposals will be reviewed and a unified position developed; (4) Department program activities, problems, and progress in Appalachia that might be of interest to the Federal Development Committee, the Federal Co-Chairman, and the Commission, will be discussed and appraised; and (5) new development ideas and proposals originating in the USDA will be reviewed and considered for presentation ^{by} the Federal Development Committee.

Each Committee representative will be expected to represent his agency's views and policies at Committee meetings. He will often be called for such views on short notice, because the Commission and the Federal Co-Chairman are placing great emphasis on the need to minimize the time necessary for obtaining Federal agency clearances in order to avoid unnecessary delays in making decisions on program activities.

(CZPS)
4. Membership. The following persons will represent their respective agencies on the Committee:

Robert G. Lewis, RCDS, Chairman

E. L. Baum, ERS

George Burks, CSRS

Lee Fryer, FHA

E. R. Goode, Jr., ARS

H. G. Preston, FCS

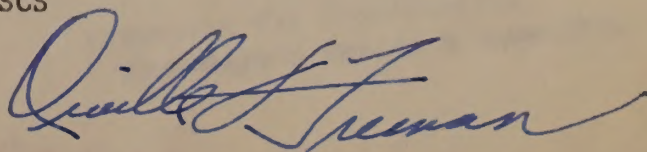
Hamilton K. Pyles, FS

Fred G. Ritchie, ASCS

Raymond C. Scott, FES

John L. Wells, B & F

Gladwin E. Young, SCS



agricultural programs in the performance of duties conferred on this Department by Public Law 89-4 and Executive Order 11209. The Committee will enable the Department representative to present Department programs for review by the Federal Development Committee, and to present comments regarding the position of the Department on Commission proposals.

3. Duties. This USDA Committee will provide the means through which (1) information about the Federal Development Committee proceedings will be transmitted to the concerned Department agencies; (2) Department plans and proposals scheduled to be submitted to the Federal Co-Chairman will be reviewed, evaluated, and a unified position developed; (3) Department comments and recommendations on Commission proposals will be reviewed and a unified position developed; (4) Department program activities, problems, and progress in Appalachia that might be of interest to the Federal Development Committee, the Federal Co-Chairman, and the Commission, will be discussed and appraised; and (5) new development ideas and proposals originating in the USDA will be reviewed and considered for presentation by the Federal Development Committee.

Each Committee representative will be expected to represent his agency's views and policies at Committee meetings. He will often be called for such views on short notice, because the Commission and the Federal Co-Chairman are placing great emphasis on the need to minimize the time necessary for obtaining Federal agency clearances in order to avoid unnecessary delays in making decisions on program activities.

4. Membership. The following persons will represent their respective agencies on the Committee:

Robert G. Lewis, ECDS, Chairman

E. L. Baum, ERS

George Burke, CSRS

Lee Fryer, WMA

E. R. Goode, Jr., ARS

H. C. Preston, FCS

Hamilton K. Pyles, FS

Fred G. Ritchie, ASGS

Raymond C. Scott, FRS

John L. Wells, B & F

Gladys E. Young, SCS

May 9 1967

SECRETARY'S MEMORANDUM No. 1579, ^{REVISED} (Revised)

Coordination of Department Activities in Appalachia and Other Economic Development Regions and Establishment of the USDA Coordinating Committee For Regional Development Programs.

1. BACKGROUND AND POLICY. The Appalachian Regional Commission was created by the Appalachian Regional Development Act of 1965 (P.L. 89-4) to recommend plans with regard to existing and proposed programs, and to coordinate a variety of programs designed to revitalize the Appalachian economy, through:

- a. Better access to and within the region;
- b. Fuller development of the land and timber resources of Appalachia;
- c. Improved development and management of Appalachia's water resources; and
- d. Improvements in human resources and public facilities.

The Commission is comprised of representatives from each of the twelve Appalachian States (Alabama, Georgia, Kentucky, Maryland, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, Virginia, and West Virginia) and a Federal Co-Chairman appointed by the President.

The Federal Co-Chairman represents the Federal Government. The affirmative vote of the Federal Co-Chairman is required in order for any action to be taken by the Commission.

The Public Works and Economic Development Act of 1965 authorized the designation of Economic Development Regions and the formation of Federal-State Regional Action Planning Commissions.

The Ozarks, New England, Upper Great Lakes, Coastal Plains and Four Corners Economic Development Regions have been designated by the Secretary of Commerce with the concurrence of the states which are wholly or partially located in such regions.

It is the policy of this Department to utilize all of its relevant program activities to help in developing the full economic and social potential of the Appalachian and other economic development regions, and to give maximum assistance in planning the regional programs.

Processed For Reproduction
Secretary's Record & Comm.Div.

COMMITTEES (Appalachian Development, USDA)

May 9 1967

SECRETARY'S MEMORANDUM No. 1579 (Revised)

Coordination of Department Activities in Appalachian and Other Economic Development Regions and Establishment of the USDA Coordinating Committee for Regional Development Programs.

1. BACKGROUND AND POLICY. The Appalachian Regional Commission was created by the Appalachian Regional Development Act of 1965 (P.L. 89-4) to recommend plans with regard to existing and proposed programs, and to coordinate a variety of programs designed to revitalize the Appalachian economy, through:

- a. Better access to and within the region;
- b. Fuller development of the land and timber resources of Appalachia;
- c. Improved development and management of Appalachia's water resources; and
- d. Improvements in human resources and public facilities.

The Commission is comprised of representatives from each of the twelve Appalachian States (Alabama, Georgia, Kentucky, Maryland, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, Virginia, and West Virginia) and a Federal Co-Chairman appointed by the President. The Federal Co-Chairman represents the Federal Government. The affirmative vote of the Federal Co-Chairman is required in order for any action to be taken by the Commission.

The Public Works and Economic Development Act of 1965 authorized the designation of Economic Development Regions and the formation of Federal-State Regional Action Planning Commissions.

The Ozarks, New England, Upper Great Lakes, Coastal Plains and Four Corners Economic Development Regions have been designated by the Secretary of Commerce with the concurrence of the states which are wholly or partially located in such regions.

It is the policy of this Department to utilize all of its relevant program activities to help in developing the full economic and social potential of the Appalachian and other economic development regions, and to give maximum assistance in planning the regional programs.

Processed for Reproduction
Secretary's Record & Comm. Div.

COMMITTEE (Appalachian Development) (1579)

2. COMMITTEE ESTABLISHED. There is hereby established a USDA Coordinating Committee for Regional Development Programs. Its purpose is to help assure the effective performance of duties conferred on this Department by Public Law 89-4 and Public Law 89-136.

3. DUTIES. Each Committee representative will be responsible for representing his agency's views and policies at Committee meetings.

4. MEMBERSHIP. Each Administrator of the listed agencies shall be represented by the following designees to speak for the agency on all matters of concern to the Committee:

Rural Community Development Service, Phil Weaver, Chairman

Agricultural Research Service, Jackson E. Simpson

Agricultural Stabilization and Conservation
Service, Fred Ritchie

Cooperative State Research Service, George F. Burks

Consumer and Marketing Service, Mrs. Elizabeth S. Hight

Economic Research Service, Linley Juers

Farmer Cooperative Service, Job Savage

Farmers Home Administration, John M. Lovorn

Federal Extension Service, Everett C. Weitzell

Forest Service, John R. McGuire

Rural Electrification Administration, Hugh B. O'Hara

Soil Conservation Service, Kenneth E. Grant

Office of Budget and Finance, Charles L. Grant

The Regional Development Coordinator, RCDS, will be the Chairman of the Committee and the liaison for the Department and agencies of the Department with the Federal Co-Chairmen.

5. SUPERSEDED MEMORANDUM. This memorandum supersedes Secretary's Memorandum No. 1579, dated July 8, 1965.

Quillen L. Weaver

2. COMMITTEE ESTABLISHED. There is hereby established a USDA Coordinating Committee for Regional Development Programs. Its purpose is to help assure the effective performance of duties conferred on this Department by Public Law 89-4 and Public Law 89-135.

3. DUTIES. Each Committee representative will be responsible for representing his agency's views and policies at Committee meetings.
4. MEMBERSHIP. Each Administrator of the listed agencies shall be represented by the following designees to speak for the agency on all matters of concern to the Committee:

Rural Community Development Service, Phil Weaver, Chairman

Agricultural Research Service, Jackson E. Simpson

Agricultural Stabilization and Conservation Service, Fred Ritchie

Cooperative State Research Service, George F. Burke

Consumer and Marketing Service, Mrs. Elizabeth S. Night

Economic Research Service, Linley Jones

Farmer Cooperative Service, Joe Savage

Farmer Home Administration, John M. Iovorn

Federal Extension Service, Everett C. Mitchell

Forest Service, John R. McGuire

Rural Electrification Administration, Hugh B. O'Hara

Soil Conservation Service, Kenneth E. Grant

Office of Budget and Finance, Charles L. Grant

The Regional Development Coordinator, RDDS, will be the Chairman of the Committee and the liaison for the Department and agencies of the Department with the Federal Co-Chairmen.

5. SUPERSEDED MEMORANDUM. This memorandum supersedes Secretary's Memorandum No. 1519, dated July 8, 1965.



UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

August 3 1965

Secretary's

MEMORANDUM NO. 1580

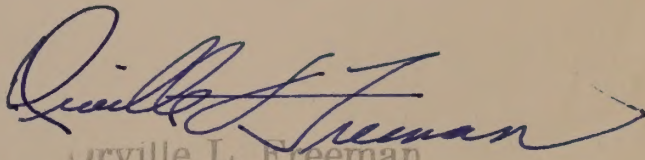
USDA Policy on Military Ready and Standby Reservists

In determining staff requirements relating to our defense mobilization and civil defense responsibilities, Department policy is to exclude persons who are Military Ready Reservists.

The Department has determined that it has no employees in the Ready Reserve who would be necessary for Departmental operations in a defense emergency. We have so certified to the Department of Defense.

The Department of Defense has removed from the Ready Reserves those Reservists they considered might not be available for duty in an emergency. All Ready Reservists who occupied civilian positions at GS-15 or higher are being automatically transferred to the Standby Reserve by not later than July 31. This is being done on the assumption that they hold positions which would be essential in case of defense mobilization.

Agency Heads are authorized to issue to any Department employee who is so transferred, and who so requests, a certificate of availability from his agency. The certificate should indicate that the employee is not considered a key civilian employee and that no delay in releasing him will be requested during a period of mobilization. In addition, of course, such certificates may contain other information essential for clarification.


Orville L. Freeman
SECRETARY

NATIONAL DEFENSE

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

MEMORANDUM NO. 1682

USDA Policy on Military Ready and Ready Reservists

In determining staff requirements relating to our defense mobilization and civil defense responsibilities, Department policy is to exclude persons who are Military Ready Reservists.

The Department has determined that it has no employees in the Ready Reserve who would be necessary for Departmental operations in a defense emergency. We have no certified to the Department of Defense.

The Department of Defense has removed from the Ready Reserve those Reservists they considered might not be available for duty in an emergency. All Ready Reservists who occupied civilian positions at GS-15 or higher are being automatically transferred to the Standby Reserve by not later than July 31. This is being done on the assumption that they hold positions which would be essential in case of defense mobilization.

Agency heads are authorized to issue to any Department employee who is not transferred, and who so requests, a certificate of availability from his agency. The certificate should indicate that the employee is not considered a key civilian employee and that no delay in releasing him will be requested during a period of mobilization. In addition, of course, such certificates may contain other information pertinent to mobilization.


Special Agent in Charge

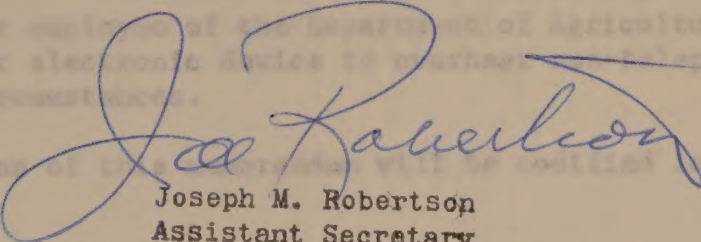
DEPARTMENT OF AGRICULTURE
UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

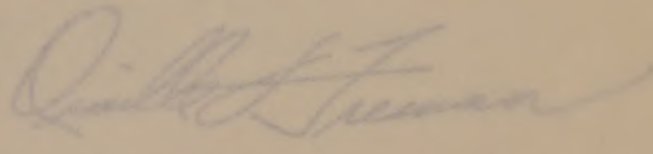
October 7 1969

SECRETARY'S MEMORANDUM NO. 1580, ^{RESCISSION}~~REGISTRATION~~ NOTICE

USDA Policy on Military Ready and Standby Reservists

Secretary's Memorandum No. 1580, August 3, 1965, is hereby rescinded. The provisions of that Memorandum have been codified in Subchapter 3, Chapter 999 of the Department Personnel Manual as of August 29, 1969.


Joseph M. Robertson
Assistant Secretary
for Administration


Secretary

NATIONAL DEFENSE

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

October 7 1963

SECRETARY'S MEMORANDUM NO. 1580, ~~REVISION~~ NOTICE
Revision

USDA Policy on Military Ready and Standby Reservists

Secretary's Memorandum No. 1580, August 3, 1963, is hereby rescinded. The provisions of that Memorandum have been codified in Subchapter 3, Chapter 99 of the Department Personnel Manual as of August 29, 1963.

Joseph M. Robertson
Assistant Secretary
for Administration

Approved for Release by NSA on 09-10-2013 pursuant to E.O. 13526



DEPARTMENT OF AGRICULTURE
WASHINGTON 25, D.C.

August 12 1965

MEMORANDUM NO. 1581

Interception of Telephone and
Non-telephone Conversations

No officer or employee of the Department of Agriculture shall intercept telephone conversations by any mechanical or electronic device.

No officer or employee of the Department of Agriculture shall authorize or permit the practice of monitoring telephone conversations from, to, or within the Department for the purpose of taking a verbatim transcript of the conversation in whole or in part, except when adequate notice is given to, and agreement received from, all participants of the conversation. The monitoring shall be terminated as soon as the agreed upon portion of the telephone conversation is completed.

No officer or employee of the Department of Agriculture will utilize a mechanical or electronic device to overhear non-telephone conversations under any circumstances.

The provisions of this memorandum will be codified in the Administrative Regulations.

Quill F. Freeman

Secretary

TELECOMMUNICATIONS

DEPARTMENT OF AGRICULTURE
WASHINGTON 25, D.C.



August 12, 1962

MEMORANDUM NO. 1581

Interception of Telephone and
Non-Telephone Conversations

No officer or employee of the Department of Agriculture shall intercept telephone conversations by any mechanical or electronic device.

No officer or employee of the Department of Agriculture shall authorize or permit the practice of monitoring telephone conversations from, to, or within the Department for the purpose of taking a verbatim transcript of the conversation in whole or in part, except when adequate notice is given to, and agreement received from, all participants of the conversation. The monitoring shall be terminated as soon as the agreed upon portion of the telephone conversation is completed.

No officer or employee of the Department of Agriculture will utilize a mechanical or electronic device to overhear non-telephone conversations under any circumstances.

The provisions of this memorandum will be codified in the Administrative Regulations.

Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

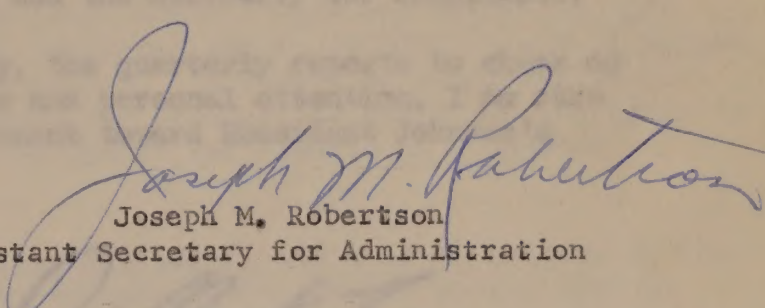
August 27 1965

SECRETARY'S MEMORANDUM NO. 1582

Use of USDA Front Royal, Va. Training Center

The Department's Training Center at the USDA Beef Cattle Research Station, Front Royal, Virginia, has proven to be an excellent place to conduct management and program conferences. Use of this Center has permitted agencies to reduce their normal per diem and conference cost by as much as 50 per cent. The Center is already scheduled for use throughout the first half of Fiscal Year 1966.

Effective July 1, 1965, all sponsoring agencies, conducting management or program conferences at the Center, will be billed at the rate of \$1.00 per day for each person attending the conference. The Office of Personnel will continue to coordinate the use of the Training Center and the Office of Management Services will establish the necessary procedures for billing sponsoring agencies through the Department's working capital fund.


Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250
August 27 1955

1580
BUREAU OF ENTOMOLOGY NO.

For of 1955, from 1955, 1955, Training Center

The Department's Training Center at the USDA Bee Research Station, Front Royal, Virginia, has proven to be an excellent place to conduct management and program conferences. Use of this Center has permitted agencies to reduce their annual per diem and conference cost by as much as 50 per cent. The Center is already scheduled for use throughout the fiscal year 1956.

Effective July 1, 1955, all sponsoring agencies, contracting management or program conferences at the Center, will be billed at the rate of \$1.00 per day for each person attending the conference. The Office of Personnel will continue to coordinate the use of the Training Center and the Office of Management Services will establish the necessary procedures for billing sponsoring agencies through the Department's working capital fund.

Joseph E. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

September 8 1965

SECRETARY'S MEMORANDUM NO. 1583

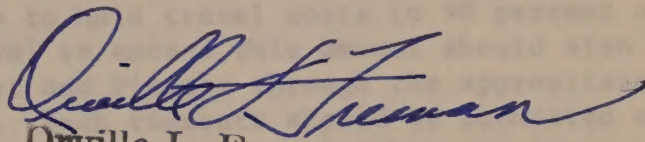
Employment of Women

Agency heads are now submitting quarterly reports on the employment of women. These reports are used to show the Department's position and progress in this undertaking.

I do not want any agency head to assume that his responsibility is discharged by submitting reports.

Rather, I expect each agency head to direct the participation of all responsible officials of their agency, wherever located, in an active program providing for full recognition of the merit selection of women for appointment and promotion. All supervisors must understand the importance of this program and the necessity for compliance.

I will be examining, personally, the quarterly reports to check on our progress. With your active and personal attention, I am sure I will find significant improvement toward President Johnson's objectives in this area.


Orville L. Freeman
SECRETARY

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

September 8 1965

SECRETARY'S MEMORANDUM NO. 1675

Employment of Women

Agency heads are now submitting quarterly reports on the employment of women. These reports are used to show the Department's position and progress in this undertaking.

I do not want any agency head to assume that his responsibility is discharged by submitting reports.

Rather, I expect each agency head to direct the participation of all responsible officials of their agency, wherever located, in an active program providing for full recognition of the merit selection of women for appointment and promotion. All supervisors must understand the importance of this program and the necessity for compliance.

I will be examining, personally, the quarterly reports to check on our progress. With your active and personal attention, I am sure I will find significant improvement toward President Johnson's objectives in this area.


Otville L. Freeman
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

September 22 1965

SECRETARY'S MEMORANDUM NO. 1584

Reduction in Travel Costs

On several occasions recently the President has urged that the travel costs of the Government be reduced to the essential minimum. With this objective the Bureau of the Budget has issued instructions to all agencies which require that certain steps be taken to reduce travel costs.

Agencies should authorize travel only when it is necessary to accomplish the work of the Department effectively at minimum costs. This policy applies not only to Department employees but also to all whose travel expenses are paid from Federal funds under contracts, grants, cooperative agreements, and other similar arrangements.

Agency heads are requested to immediately review their controls on travel authorizations and to place in effect throughout all operating and staff units a plan to minimize travel costs and to be sure that there is no non-essential travel. This review should include, but not be limited to, the items listed on the attachment. Agency heads shall develop their plans on the basis of holding travel costs to 90 percent of the level for fiscal year 1965.

Each agency head shall submit a report on his plan not later than October 8, 1965. This report should reflect the specific actions taken as a result of this memorandum and the total amounts used for travel in 1965 and estimated for 1966, including estimated number of days in travel status. This report should be brief but specific. It should be submitted to the Office of Budget and Finance through the appropriate Assistant Secretary or Director for review. The Office of Budget and Finance will compile a summary for my use.

If an agency finds it impossible to hold travel costs to 90 percent of the 1965 level, a request for approval to exceed this amount should also be submitted to the Office of Budget and Finance through the appropriate Assistant Secretary or Director. Such requests should be submitted only when you find it impossible to carry out your work without an increase in travel. They should be justified in terms of specific adverse effects on the programs of the agencies. The Office of Budget and Finance will bring these requests to my attention for consideration.

Your plans to carry out the President's objective should be reflected in the 1967 budget submissions and in apportionment requests for the current fiscal year. The Bureau of the Budget has indicated that attention will be given to this subject in their review of the 1967 budget estimates.

Orville L. Freeman
SECRETARY

Attachment

TRAVEL

September 22 1965

SECRETARY'S MEMORANDUM NO. 1084

Reduction in Travel Costs

On several occasions recently the President has urged that the travel costs of the Government be reduced to the essential minimum. With this objective the Bureau of the Budget has issued instructions to all agencies which require that certain steps be taken to reduce travel costs.

Agencies should authorize travel only when it is necessary to accomplish the work of the Department effectively at minimum costs. This policy applies not only to Department employees but also to all whose travel expenses are paid from Federal funds under contracts, grants, cooperative agreements, and other similar arrangements.

Agency heads are requested to immediately review their controls on travel authorizations and to place in effect throughout all operating and staff units a plan to minimize travel costs and to be sure that there is no non-essential travel. This review should include, but not be limited to, the items listed on the attachment. Agency heads shall develop their plans on the basis of holding travel costs to 90 percent of the level for fiscal year 1965.

Each agency head shall submit a report on his plan not later than October 28, 1965. This report should reflect the specific actions taken as a result of this memorandum and the total amounts used for travel in 1965 and estimated for 1966, including estimated number of days in travel status. This report should be brief but specific. It should be submitted to the Office of Budget and Finance through the appropriate Assistant Secretary or Director for review. The Office of Budget and Finance will compile a summary for my use.

If an agency finds it impossible to hold travel costs to 90 percent of the 1965 level, a request for approval to exceed this amount should also be submitted to the Office of Budget and Finance through the appropriate Assistant Secretary or Director. Such requests should be submitted only when you find it impossible to carry out your work without an increase in travel. They should be justified in terms of specific adverse effects on the programs of the agencies. The Office of Budget and Finance will bring these requests to my attention for consideration.

Your plans to carry out the President's objective should be reflected in the 1967 budget submissions and in apportionment requests for the current fiscal year. The Bureau of the Budget has indicated that attention will be given to this subject in their review of the 1967 budget estimates.

Orville L. Freeman
SECRETARY

Attachment

TRAVEL

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. ~~September 30~~ 1965

Oct. 6, 1965

SECRETARY'S MEMORANDUM NO. 1585

Joint Committee on USDA Cooperative Arrangements
with State Departments of Agriculture

1. Program Relationships. Activities of the State Departments of Agriculture frequently involve cooperative arrangements with the U.S. Department of Agriculture in marketing, regulatory, plant and animal disease, and pest control and eradication programs. These areas of mutual interest and responsibility were studied by a Joint Task Force on USDA-State Departments of Agriculture Cooperative Arrangements established by Secretary's Memorandum No. 1525 on December 28, 1962. The report made by the Task Force on May 5, 1964, recommended continuation of a joint committee to review and make recommendations for updating policy as it relates to changing programs and emerging needs. The National Association of State Departments of Agriculture endorsed the proposal at its national convention in August, 1964, and authorized use of association funds up to \$1,000 for matching federal funds necessary for expenses of such a committee.

2. Establishment of Committee. In accordance with legislation to provide further for cooperation with States in administration and enforcement of certain Federal laws (7 U.S.C. 450), and other authorizations, I believe it is in the public interest to establish a "Joint Committee on USDA Cooperative Arrangements with State Departments of Agriculture." Membership of the Committee shall include ten persons, five designated by the National Association of State Departments of Agriculture and five representing the U. S. Department of Agriculture. Expenses to be incurred will be shared by the Department and the National Association of State Departments of Agriculture.

3. Committee Recommendations. The Committee is expected to meet annually or on special call of its chairman. In view of the joint sponsorship of the Committee, it is anticipated that its reports and recommendations will be made available both to the U. S. Department of Agriculture and the National Association of State Departments of Agriculture through its Executive Committee.

4. Membership. As officers of the Committee I hereby appoint Assistant Secretary Mehren, Chairman; Lloyd H. Davis, Administrator of the Federal Extension Service, Vice-Chairman; and Byron G. Allen, Assistant to the Secretary, Executive Secretary. The following persons

SECRETARY'S MEMORANDUM NO. 1282

Joint Committee on U.S.A. Cooperative Arrangements
with State Department of Agriculture

1. Program Relationship. Activities of the State Department of Agriculture frequently involve cooperative arrangements with the U.S. Department of Agriculture in marketing, regulatory, plant and animal disease, and pest control and eradication programs. These areas of mutual interest and responsibility were studied by a Joint Task Force on U.S.A. Cooperative Arrangements of Agriculture Department of Agriculture Memorandum No. 1282 on December 28, 1935. The report made by the Task Force on May 2, 1936, recommended continuation of a joint committee to review and make recommendations for updating policy as it relates to changing programs and emerging needs. The National Association of State Departments of Agriculture endorsed the proposal at its national convention in August, 1936, and authorized use of association funds up to \$1,000 for matching Federal funds necessary for expenses of such a committee.

2. Membership of Committee. In accordance with Section 10 of the Federal Food, Drug, and Cosmetic Act (U.S.C. 450), and other authority, I believe it is in the public interest to establish a "Joint Committee on U.S.A. Cooperative Arrangements with State Departments of Agriculture." Membership of the Committee shall include ten persons, five designated by the National Association of State Departments of Agriculture and five representing the U. S. Department of Agriculture. Expenses to be incurred will be shared by the Department and the National Association of State Departments of Agriculture.

3. Committee Recommendations. The Committee is expected to meet annually or on special call of its chairman. In view of the joint sponsorship of the Committee, it is anticipated that its reports and recommendations will be made available both to the U. S. Department of Agriculture and the National Association of State Departments of Agriculture through its Executive Committee.

4. Membership. As officers of the Committee I hereby appoint Assistant Secretary Nelson, Chairman; Lloyd E. Lewis, Administrator of the Federal Marketing Service, Vice-Chairman; and Byron C. Allen, Assistant to the Secretary, Executive Secretary. The following persons

are appointed voting members of the Committee and, in event of resignation or circumstances which would prevent their active participation, may be replaced by their respective organizations with the concurrence of the Committee chairman.

U. S. Department of Agriculture

National Association of State
Departments of Agriculture

R. J. Anderson
Agricultural Research Service

Doyle Conner
Florida

Charles W. Bucy
Office of the General Counsel

Charles Paul
California

George R. Grange
Consumer and Marketing Service

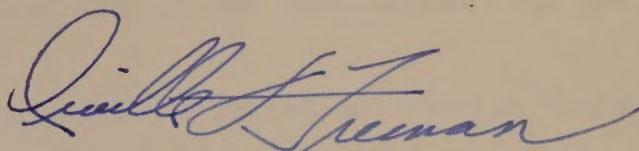
Donald N. McDowell
Wisconsin

Harry C. Trelogan
Statistical Reporting Service

Dallas Rierson
New Mexico

John L. Wells
Office of Budget and Finance

Don Wickham
New York



Orville L. Freeman

SECRETARY

and appointed voting members of the Committee and, in event of
 vacation or absence, which would prevent their active partici-
 pation, may be replaced by their respective organizations with the
 concurrence of the Committee chairman.

National Association of State
Legislatures of Agriculture

Walter G. Smith
 Florida

Charles W. Smith
 California

Donald W. McDaniel
 Wisconsin

William H. Smith
 New Mexico

Ben F. Smith
 New York

U. S. Department of Agriculture

E. J. Anderson
 Agricultural Research Service

Charles W. Smith
 Office of the General Counsel

George H. George
 Consumer and Marketing Service

Harry C. Trogan
 Statistical Reporting Service

John L. Wells
 Office of Budget and Finance



Orville L. Freeman

Secretary

DEPARTMENT OF AGRICULTURE
UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C.

October 5 1965

SECRETARY'S MEMORANDUM NO. 1586

Interim Delegations--Office of the Secretary

Pending appointment of a Director of Science and Education, the duties and responsibilities of that official are delegated to Dr. George Mehren, Assistant Secretary for Marketing and Consumer Services. I am asking him to give immediate attention to the USDA-State Agricultural Experiment Stations Long-Range Study of Agricultural Research.

The review did not include reports required by State and National Academies. The Secretary believes a review of reports required by these agencies would provide additional service. He has asked that such a review be made.

To conduct this study of the reports, the Secretary has directed the field units to review the reports which they have originated and require to be submitted to them. Further reports designed to meet needs of the agency national offices, and included in the 1964 review need not be reviewed.

Reporting Reports Required. A reporting report has certain characteristics:

1. It contains summary information as opposed to a record or description of an individual transaction or event.
2. It usually has a standard format or method of presentation.
3. It has an established frequency.
4. It is prepared by specific organizations and is submitted to a specific agency or person.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C.

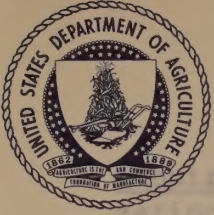
October 6, 1935

SECRETARY'S MEMORANDUM NO. 1286

Interim Delegation--Office of the Secretary

Pending appointment of a Director of Science and Education, the duties and responsibilities of that official are delegated to Dr. George Mendenhall, Assistant Secretary for Marketing and Consumer Services. I am asking him to give immediate attention to the USDA-State Agricultural Experiment Stations Long-Range Study of Agricultural Research.





DEPARTMENT OF AGRICULTURE

WASHINGTON, D.C. 20250

October 7 1965

SECRETARY'S MEMORANDUM NO. 1587

Field Reports Review

Secretary's Memorandum No. 1559 "Reports Review" directed a review of all recurring reports required by Departmental and National Agency Headquarters Offices, and by other Federal Agencies. As a result of the review, agencies eliminated 126 reports and improved 149 others. The savings realized by the Department as a whole from these actions came close to a half million dollars.

The review did not include reports required by units below national levels. The Secretary believes a review of reports required by these lower levels could produce additional savings. He has asked that such a review be made.

To conduct this phase of the review, each agency shall direct its field units to review the reports which they have originated and require to be submitted to them. Feeder reports designed to meet needs of the agency national office, and included in the 1964 review need not be reviewed.

Recurring Reports Defined. A recurring report has certain characteristics:

1. It contains summary information as opposed to a record or description of an individual transaction or event.
2. It usually has a standard format or method of presentation.
3. It has an established frequency.
4. It is prepared by specific organizations and is submitted to a specific agency or person.

DEPARTMENT OF AGRICULTURE
WASHINGTON, D. C. 20250



October 7 1966

1587
SECRETARY'S MEMORANDUM NO.

Field Reports Review

Secretary's Memorandum No. 1587 "Reports Review" directed a review of all recurring reports required by Departmental and National Agency Headquarters Offices, and by other Federal Agencies. As a result of the review, agencies eliminated 120 reports and improved 149 others. The savings realized by the Department as a whole from these actions came close to a half million dollars.

The review did not include reports required by units below national levels. The Secretary believes a review of reports required by these lower levels could produce additional savings. He has asked that such a review be made.

To conduct this phase of the review, each agency shall direct its field units to review the reports which they have originated and require to be submitted to them. Federal reports designed to meet needs of the agency national office, and included in the 1964 review need not be reviewed.

Recurring Reports Defined. A recurring report has certain characteristics:

1. It contains summary information as opposed to a record or description of an individual transaction or event.
2. It usually has a standard format or method of presentation.
3. It has an established frequency.
4. It is prepared by specific organizations and is submitted to a specific agency or person.

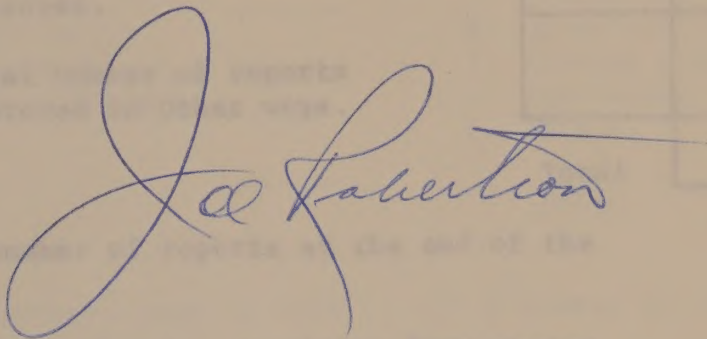
Requirements. Each field activity requiring reports from lower organization levels will:

1. Prepare an up-to-date list of all recurring reports that it requires;
2. Determine the estimated annual cost of each report and estimated annual cost of the activity's total reporting requirements;
3. Review all reports that it requires to see whether any can be improved or eliminated.

Report. The completion date for this review is March 1, 1966. Agencies will furnish the Office of Plant and Operations a report outlining their field units' accomplishments. (See attachment 1.) Any savings resulting from the review should be reported to the Departmental Cost Reduction Officer.

Forms and Instructions. A suggested format for inventorying reports and instructions for costing reports are attached. (Attachment 2.) Agencies are encouraged to distribute the USDA Reports Management Handbook (P&O Handbook No. 1) and AD-367 Reports Evaluation Checklist to help field units in their review.

Attachment

A large, stylized handwritten signature in blue ink, which appears to read "J. A. Robertson". The signature is written over a faint grid pattern.

Recommendations. Each field activity reporting reports from lower organizational levels will:

1. Prepare an up-to-date list of all reporting reports that is required;
2. Determine the estimated annual cost of each report and estimated annual cost of the activity's total reporting requirements;
3. Review all reports that it reports to see whether any can be improved or eliminated.

Report. The completion date for this review is March 1, 1966. Agencies will furnish the Office of Time and Operations a report outlining their field units' accomplishments. (See Attachment 1.) Any savings resulting from the review should be reported to the Departmental Cost Reduction Officer.

Forms and Instructions. A suggested format for inventorying reports and instructions for costing reports are attached. (Attachment 2.) Agencies are encouraged to distribute the USAID Reports Management Handbook (PM Handbook No. 1) and AID-NAV Reports Evaluation Checklist to help field units in their review.

Attachment

INSTRUCTIONS FOR CONDUCTING FIELD REPORTS REVIEW

Final Report. The following report is due March 1, 1966. It will show:

1. Total number of reports at the beginning of the review.
2. Total number of reports eliminated during the review.
3. Other dollar savings resulting from:

Number	Annual Cost

- a. Number of reports whose frequency was reduced.
- b. Number of reports for which the number of reporting organizations was reduced.
- c. Number of reporting forms improved.
- d. Total number of reports improved in other ways.

Number	Annual Savings

Total

4. Total number of reports at the end of the review.
5. Total dollar saving resulting from review (add items 2 and 3).

13307

I N S T R U C T I O N S F O R I N V E N T O R Y P R E P A R A T I O N

Group reports by program area which they support.

- Column 1. Self explanatory.
2. Identify specific program (or program segment) which the report supports and the report's purpose.
 3. Identify the number and kinds of offices that prepare the report.
 4. Enter "D" for Daily, "W" for Weekly, "M" for Monthly, "Q" for Quarterly, "A" for Annually. Use "Semi" with appropriate letter when report is required twice weekly, monthly, quarterly, etc. Use "Bi" with appropriate letter when report is required every two weeks, months, years, etc.
 5. See below.

T O C O S T A R E P O R T

Estimate^{1/} the number of manhours in one reporting period

The office receiving the report		The office preparing the report	
1. Analyzing	_____	1. Gathering data	_____
2. Transcribing to other records	_____	2. Preparing data	_____
3. Using in other ways	_____	3. Typing report	_____
		4. Reviewing report	_____
		5. Other	_____
Total	_____	Total	_____

- | | |
|--|---|
| (1) Total manhours used in each preparing office | (2) X Number of offices |
| (3) + Hours used in receiving office | (4) X Number of times report is submitted each year |
| (5) = Total Annual Manhours | (6) X Hourly wage rate ^{2/} |
| Annual cost of the report: | \$ _____ |

- ^{1/} Manhours may be determined from existing information or from a careful representative sampling of reporting units.
- ^{2/} If no more accurate hourly wage rate is available, use \$2.50, an amount approximating the salary of a Grade 5, Step 3.

INSTRUCTIONS FOR

INVENTORY PREPARATION

Group reports by program area which they support.

1. Self explanatory.
2. Identify specific program (or program segment) which the report supports and the report's purpose.
3. Identify the number and kind of offices that prepare the report.
4. Enter "D" for Daily, "W" for Weekly, "M" for Monthly, "Q" for Quarterly, "A" for Annually. Use "Semi" with appropriate letter when report is reported twice weekly, monthly, quarterly, etc. Use "Bi" with appropriate letter when report is reported every two weeks, months, years, etc.
5. See below.

TO COST A REPORT

Estimate the number of manhours in one reporting period

The office receiving the report		The office preparing the report	
1. Analyzing	_____	1. Gathering data	_____
2. Transcribing to other records	_____	2. Preparing data	_____
3. Using in other ways	_____	3. Typing report	_____
	_____	4. Reviewing report	_____
	_____	5. Other	_____
Total	_____	Total	_____

(1) Total manhours used in each preparing office

(2) Total Annual Manhours

(3) Total Annual Manhours

(4) Total Annual Manhours

(5) Total Annual Manhours

(6) Total Annual Manhours

(7) Total Annual Manhours

(8) Total Annual Manhours

(9) Total Annual Manhours

(10) Total Annual Manhours

U. S. Department of Agriculture
INVENTORY OF REQUIRED REPORTS
(See Instructions On Reverse Side)

Attachment 2

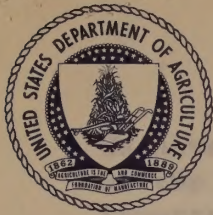
Date _____

Page _____

Report Required by Office or Agency

Organization Subdivision

Title of Report	Purpose of Report	Prepared By	Frequency	Annual Cost



DEPARTMENT OF AGRICULTURE

WASHINGTON, D.C. 20250

October 13 1965

SECRETARY'S MEMORANDUM NO. 1588

Improving USDA Communication

President Johnson has recognized that communication plays a vital role in the Government's daily business. In a cabinet meeting earlier this year, he asked that the heads of all Federal agencies improve this aspect of Governmental operation.

The President expressed particular concern about the need to write simply, clearly and responsively to the public, and to deal with the public at all times courteously, helpfully and considerately. I share that concern.

John W. Macy, Chairman, U. S. Civil Service Commission, is heading up the National effort. I have asked Mr. Joseph M. Robertson, Assistant Secretary for Administration, to direct an aggressive effort in the Department. I expect agency and staff office heads to take immediate action and, of course, I want whole hearted cooperation from all employees. Their support is vital.

In a recent speech, Mr. Macy said:

"You all know that President Johnson recently declared war on Gobbledygook. This is by no means the first such declaration that has been made, but....This time it is going to be different.

"It is going to be different because President Johnson, as Commander in Chief, has given the term a much broader definition than it has had before, and I, as the campaign commander, am interpreting it even more broadly. The object of good communications is mutual understanding. The chief obstacle to good communications is Gobbledygook in whatever form it may take. The object of the campaign is to achieve understanding -- within Federal agencies, between Federal agencies, and between the Federal service and the public it serves."

CORRESPONDENCE

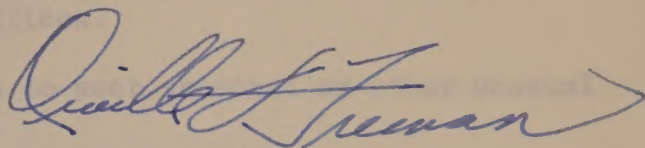
We have been waging our own War on Fog. This will continue to be one of the main thrusts in the broader campaign, since writing is such an important part of our total communications.

Good communication and helpful service to the public is necessary to acceptance and effectiveness of our programs. USDA agencies understand this very well and have been leaders in adopting techniques to assure it. It is time to evaluate these and to re-emphasize the ones that get the best results. It is also time to scour our imaginations for ways to improve on old techniques.

I think we should inventory the steps we have already taken, and promote their exchange throughout the Department. The attached list of 25 ways to improve USDA communications contains many you have previously reported to us, as well as some new proposals. This is a good starting point for a more detailed inventory of specific actions, and it may suggest some actions you can take without waiting for the inventory.

Tell us briefly what you might do - or may already have done - with each of these ideas. Show clearly the action status of each. We will welcome additional suggestions.

Please send your report to the Assistant Secretary for Administration by December 1, 1965.



Attachment

2

We have been waiting out our war on fog. This will continue to be one of the main thrusts in the broader campaign, since writing is such an important part of our total communication.

Good communication and helpful service to the public is necessary to acceptance and effectiveness of our programs. USDA agencies understand this very well and have been leaders in adopting techniques to assure it. It is time to evaluate these and to re-emphasize the ones that got the best results. It is also time to search out new techniques for ways to improve on old techniques.

I think we should inventory the steps we have already taken, and promote their exchange throughout the Department. The attached list of 25 ways to improve USDA communication contains many you have previously reported to us, as well as some new proposals. This is a good starting point for a more detailed inventory of specific actions, and it may suggest some actions you may take without waiting for the inventory.

Tell us briefly what you might do - or say already have done - with each of these ideas. Show clearly the action status of each. We will welcome additional suggestions.

Please send your report to the Assistant Secretary for Administration by December 1, 1965.

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY

TWENTY-FIVE WAYS TO IMPROVE USDA'S COMMUNICATION WITH THE PUBLIC

- (1) Complete the consolidation of field office locations as rapidly as possible so that farmers and businessmen may transact their business with the Department at one stop.
- (2) Improve entrances to USDA offices to make them attractive and easily accessible.
- (3) Install suitable "You are here" signs in large office buildings.
- (4) Improve the layout of offices, with greater emphasis on convenience and service to the public.
- (5) Provide lobby or entrance "house phones," in large buildings occupied by our offices, connected with agency telephone switchboards or other assigned "information stations."
- (6) Wherever possible, provide common switchboard and receptionist services, as central information and contact points for multiple-agency offices.
- (7) Establish convenient and well marked information displays in buildings occupied by our offices.
- (8) Provide special office hours to meet seasonal or other unusual needs of the working public.
- (9) Make sure that employees know their own and other agency functions and programs, so they can explain them to the public.
- (10) Develop specific qualifications for positions involving communication skill. Apply these qualifications when selecting and assigning employees to these positions.
- (11) Give special training to employees whose jobs require them to meet and deal with the public.
- (12) Identify jobs that require special writing skill, and see that incumbents have, or get, the necessary skills.
- (13) Furnish all employees general guidelines on the objectives and techniques of public communication.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY

TWENTY-FIVE WAYS TO IMPROVE USDA'S COMMUNICATION WITH THE PUBLIC

- (1) Complete the consolidation of field office locations as rapidly as possible so that farmers and businessmen may transact their business with the department at one stop.
- (2) Improve entrances to USDA offices to make them effective and easily accessible.
- (3) Install suitable "You are here" signs in large office buildings.
- (4) Improve the layout of offices, with greater emphasis on convenience and service to the public.
- (5) Provide lobby or entrance "house phones," in large buildings occupied by our offices, connected with agency telephone switchboards or other assigned "information stations."
- (6) Whenever possible, provide common switchboard and receptionist services, as central information and contact points for multiple agency offices.
- (7) Establish convenient and well marked information displays in buildings occupied by our offices.
- (8) Provide special office hours to meet seasonal or other unusual needs of the working public.
- (9) Make sure that employees know their own and other agency functions and programs, so they can explain them to the public.
- (10) Develop specific qualifications for positions involving communication skill. Apply these qualifications when selecting and assigning employees to these positions.
- (11) Give special training to employees whose jobs require them to meet and deal with the public.
- (12) Identify jobs that require special writing skill, and see that incumbents have, or get, the necessary skills.
- (13) Establish all employees general guidelines on the objectives and techniques of public communication.

- (14) Develop and publicize a code of ethics for employees that will make clear every citizen's right to courteous and responsive treatment from all Department offices.
- (15) Provide posters that remind employees of the need to write simply and clearly, and to be courteous, helpful and responsive in all contacts with the public.
- (16) Establish review procedures for outgoing correspondence to insure the highest standards of prompt, courteous and responsive treatment to the public.
- (17) Review procedures and forms designed for public use, to insure that requirements are reasonable and that the language and instructions are clear and simple.
- (18) Test and analyze employee attitudes toward, and responses to, the public.
- (19) Test consumer reaction to program policies, procedures and services.
- (20) Provide for central analysis of (not reply to) public complaints and actions taken on them.
- (21) Request employees and staff groups specifically for ideas on improving public communication.
- (22) Recognize individuals and offices for significant accomplishments in public communication.
- (23) Encourage employee membership and participation in local civic and community activities.
- (24) Prescribe standards of clarity, simplicity, accuracy, honesty, and good taste for official information and news media.
- (25) Inventory and publish proven communication practices and procedures for maximum exchange of ideas, experiences, and materials.

- (14) Develop and publicize a code of ethics for employees that will make clear every citizen's right to courteous and responsive treatment from all department offices.
- (15) Provide posters that remind employees of the need to be polite, helpful, and to be courteous, helpful and responsive to all contacts with the public.
- (16) Establish review procedures for outgoing correspondence to insure the highest standards of prompt, courteous and responsive treatment to the public.
- (17) Review procedures and forms designed for public use, to insure that requirements are reasonable and that the language and instructions are clear and simple.
- (18) Test and analyze employee attitudes toward, and responses to, the public.
- (19) Test consumer reaction to program policies, procedures and services.
- (20) Provide for central analysis of (not reply to) public complaints and actions taken on them.
- (21) Request employees and staff groups specifically for ideas on improving public communication.
- (22) Recognize individuals and offices for significant accomplishments in public communication.
- (23) Encourage employee membership and participation in local civic and community activities.
- (24) Prescribe standards of clarity, simplicity, accuracy, honesty, and good taste for official information and news media.
- (25) Inventory and publish proven communication practices and procedures for maximum exchange of ideas, experiences, and materials.

THE WHITE HOUSE

WASHINGTON

DEPARTMENT OF AGRICULTURE

MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES

Washington, D. C. 20250

November 29 1965

SECRETARY'S MEMORANDUM NO. 1588, Supplement 1

Improving USDA Communication and Service to the Public

I don't need to emphasize the importance of these memos from President Johnson and John Macy.

The President's emphasis on "service" fits many of the goals listed in Secretary's Memorandum No. 1588.

I am today placing Chairman Macy in charge of a new and concerned government drive aimed at bringing better service to our individual people. The reports asked for in that Memorandum, will serve as the basis for the report that President Johnson has requested.

To build further on the steps we have already taken, I am requesting:

Attachments

Orville L. Freeman
Orville L. Freeman
SECRETARY

First, that you assign one of your staff to develop within your Department or Agency a program to improve the quality of service to the public. The program and the official you select should be promptly forwarded to Chairman Macy.

Second, that you report to Chairman Macy by December 15, 1965 the steps taken in your Department or Agency to improve the quality of service and your plans for future improvement.

CORRESPONDENCE

DEPARTMENT OF AGRICULTURE

Washington, D. C. 20250

November 1962

SECRETARY'S MEMORANDUM NO. 1588, Supplement 1

Improving USA Communication and Service to the Public

I don't need to emphasize the importance of these memos from President

Johnson and John Macy.

The President's emphasis on "service" fits many of the goals listed

in Secretary's Memorandum No. 1588.

The report asked for in that Memorandum, will serve as the basis for

the report that President Johnson has requested.

Attachment

Orville J. Freeman
SECRETARY

THE WHITE HOUSE

WASHINGTON

November 1, 1965

MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES

The task of government is to serve the public. It has been my deep and continuing concern to assure that each American receives from his government the fastest, most efficient and most courteous service. As our society grows more complex and our population expands we must explore every path in our quest to provide the best possible service for our individual citizens.

Some months ago I asked Chairman Macy of the Civil Service Commission to survey our existing practices and to suggest ways to improve our efforts. He has reported that progress has been made. But we must continue to forge ahead, for in a real sense we have only begun.

The time for action is now. This is particularly so in view of the new programs recently passed by Congress which reach all of our people.

I am today placing Chairman Macy in charge of a new and concerted government drive aimed at bringing better service to our individual citizens. I am directing him to coordinate the activities of each department and agency and to report to me every 90 days on our progress to improve the quality of service and to make the government more accessible to the people it serves.

To build further on the steps we have already taken, I am requesting:

First, that you assign a top member of your staff to develop within your Department or Agency a program to improve the quality of service to the public. The name of the official you select should be promptly forwarded to Chairman Macy.

Second, that you report to Chairman Macy by December 15, 1965 the steps taken in your Department or Agency to improve the quality of service and your plans for future improvement.

THE WHITE HOUSE
WASHINGTON
January 1, 1965

MEMORANDUM FOR MR. TOLSON AND MR. DELOACH

The task of government is to serve the people. It has long been
clear that government cannot do this unless it is able to provide
the services which the people need. In the past, government has
often been able to do this by using the power of the purse.
But in the future, government will have to use the power of the
people to do this.

There are many ways in which government can use the power of the
people. One way is to use the power of the people to elect
representatives who will serve the people. Another way is to
use the power of the people to elect judges who will interpret
the law. A third way is to use the power of the people to
elect members of the executive branch who will carry out the
laws.

The time for action is now. This is the time when we must
take action to reform our government. We must take action to
make our government more responsive to the needs of the people.

I am today giving this report to you in order that you may
know what is going on in the government. I am giving this report
to you in order that you may know what is going on in the
government. I am giving this report to you in order that you
may know what is going on in the government. I am giving this
report to you in order that you may know what is going on in
the government.

To help you understand the steps we have already taken, I am reporting

to you that we have already taken the following steps: First, we
have already taken the following steps: First, we have already
taken the following steps: First, we have already taken the
following steps: First, we have already taken the following steps:

Second, we have already taken the following steps: Second, we
have already taken the following steps: Second, we have already
taken the following steps: Second, we have already taken the
following steps: Second, we have already taken the following steps:

- 2 -

Third, that your agency take full advantage of the new and special training courses developed by the Civil Service Commission to improve standards of service and to open up more lines of communication to the public.

I regard this as a vital undertaking. As our programs expand and increase, it is essential that each of our citizens receive prompt, efficient and courteous service from each of our government employees.

We must have your personal support and leadership to translate the promise of a better and more responsive government into a reality.

/s/ Lyndon B. Johnson

There are many ways to improve the quality of the service and special training courses designed by the Civil Service Commission to improve standards of service and to keep up more lines of communication in the public.

I regard this as a vital necessity. As our population grows and increases, it is essential that we have a better service to the public. Efficient and courteous service from each of our Government employees is vital.

We must have the highest quality of service in the Government of a nation and we must have a high quality of service.

W.C.C.
P.L.P.
P.L.P.
P.L.P.
P.L.P.
P.L.P.
P.L.P.
P.L.P.
P.L.P.
P.L.P.

W.C.C.



UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C. 20415

October 28, 1965

REPORT FOR THE PRESIDENT

FROM: John W. Macy, Jr., Chairman

SUBJECT: Improving Communications and Contacts with the Public

We have made progress in carrying out your instruction to improve the standards of the Government's communications and contacts with the American public.

I have worked directly with representatives of 20 departments and agencies and conveyed to them your personal interest in our efforts. In each one of these departments and agencies, a top level official has been assigned to lead the campaign to improve the organization's communications and contacts with the public. In two departments, the Under Secretaries themselves have taken personal leadership. Some departments and agencies have set up task forces to recommend methods to improve the writing and public contacts of their employees; most have stepped up existing programs to train employees in these skills. To improve service to the public, some departments are consolidating field offices to provide "one stop" service; others have centralized their general information service to make it easier for the public to get the help it needs. Several departments and agencies have extended their office hours in Washington and in other localities to give better service to the public.

To help Federal agencies further improve the ability of their employees to communicate clearly and responsively and to better serve the public, the Civil Service Commission has taken a number of steps:

- We have developed new training programs to improve the standards of the Government's communications and public contacts.
- We have developed a new test of writing ability as a part of our important Federal Service Entrance Examination.
- As a part of our inspection program, we will look to see what agencies are doing to improve their communications and services, and we will evaluate the efforts made.



[The following text is extremely faint and largely illegible. It appears to be a multi-paragraph document, possibly a report or a letter, with several distinct sections separated by line breaks. The text is oriented horizontally across the page.]

[Section 1: Initial paragraph, possibly containing a title or header.]

[Section 2: A paragraph of text, possibly a salutation or opening statement.]

[Section 3: A paragraph of text, possibly the main body of the document.]

[Section 4: A paragraph of text, possibly a conclusion or closing statement.]

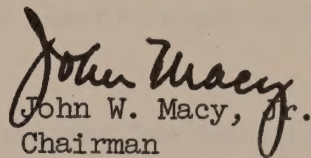
[Section 5: A final paragraph, possibly a signature or footer.]

- We are preparing a fact leaflet to go to each employee expressing your personal interest in improved communications, enlisting employee support, and outlining what they can do to help.
- We have developed a new incentive program for excellence in communications and service to the public and have urged agencies to make awards to their employees for outstanding achievement.
- We have asked the Chairman of each Federal Executive Board to take action to improve communications and service and to encourage interagency action along these lines.
- We have begun an interchange of information among agencies on new ideas and methods to improve communications and service.

There are a number of other improvements that are being worked on: a central information point in metropolitan areas where citizens can get information about their Government; more emphasis in Government buildings on accessibility and convenience to the public; greater use of radio and television to inform the public about its Government and services; and "one stop" service for citizens even when more than one agency is involved in providing the service.

While much progress has been made, more can be done.

I am confident that with your personal interest and with the co-operation of all departments and agencies, we will move forward swiftly in providing the best possible service to the American public.


John W. Macy, Jr.
Chairman

Enclosure

...the following is a list of the ...
...the following is a list of the ...
...the following is a list of the ...
...the following is a list of the ...
...the following is a list of the ...

...the following is a list of the ...
...the following is a list of the ...
...the following is a list of the ...
...the following is a list of the ...
...the following is a list of the ...

[Handwritten signature]
[Illegible text]

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

January 11, 1966

SECRETARY'S MEMORANDUM NO. 1588, SUPPLEMENT 2

Improving USDA Communication and Service to the Public

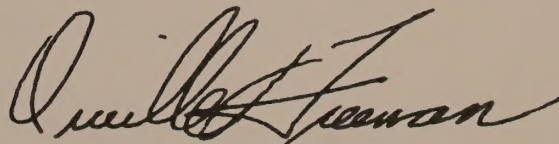
I appreciate the reports showing what you are doing to improve your communication and service to the public. We listed many of your actions for inclusion in the report to President Johnson. As soon as it is practicable, we will publish information on these, and future, actions for Department-wide use.

The President has asked for a report every 90 days on our progress in this campaign. Therefore, you will have to continue to give us the kind of information called for in Secretary's Memorandum No. 1588.

I want your reports to be straightforward and brief statements of fact. There is no need to report further on past accomplishments and methods. What is needed, now, is clear evidence that every agency is putting fresh vigor and effort into the campaign to improve communication and service to the public.

There is special need for new ideas, materials and approaches. I hope that the actions you take - and report to us - will help fill that need. Suggestions for Departmental or Government-wide actions will be welcome.

Your next reports should reach the Assistant Secretary for Administration by April 5, 1966 and every 90 days thereafter.



UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

January 11, 1955

SECRETARY'S MEMORANDUM NO. 128, SUPPLEMENT 1

Improving FFA Communication and Service to the Public

I appreciate the reports showing what you are doing to improve your communication and service to the public. We have many of your actions for inclusion in the report to President Johnson. It was as in the past, we will include information on these and future actions for Department-wide use.

The President has asked for a report every 90 days on the progress in this campaign. Therefore, you will have to continue to give us the kind of information called for in Secretary's Memorandum No. 128.

I want your report to be straightforward and brief statements of fact. There is no need to report further on past accomplishments and methods. What is needed now is clear evidence that every agency is making fresh vigor and effort into the campaign to improve communication and service to the public.

There is special need for new ideas, materials and approaches. I hope that the actions you take - and report to us - will help fill this need. Suggestions for Departmental or Government-wide actions will be welcome.

Your next reports should reach the Assistant Secretary for Administration by April 5, 1955 and every 90 days thereafter.





DEPARTMENT OF AGRICULTURE
WASHINGTON, D.C. 20250

August 28 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Rescission of Secretary's Memorandum No. 1588, Supplement 2

*Rescission Notice
Improving USDA Communication + Service to the Public*

Robert H. Hampton, Chairman, Civil Service Commission, has authorized discontinuance of submission of quarterly reports of improvements in service to the public.

This action cancels out Secretary's Memorandum No. 1588, Supplement 2 in its entirety. Any future reports under this program will be restricted to events or actions of unusual significance and scope, which we will be happy to receive and forward to the Civil Service Commission.

Supplement 2 should be removed from your file of active Secretary's Memoranda.

A handwritten signature in dark ink, reading "J. Phil Campbell".

~~Secretary of Agriculture~~

J. Phil Campbell

Acting Secretary



DEPARTMENT OF AGRICULTURE
WASHINGTON, D.C. 20250

August 28 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Rescission of Secretary's Memorandum No. 1588, Supplement 2

Re: Improving USDA Communications Service to the Public

Robert H. Hampton, Chairman, Civil Service Commission, has authorized discontinuance of submission of quarterly reports of improvements in service to the public.

This action cancels out Secretary's Memorandum No. 1588, Supplement 2 in its entirety. Any future reports under this program will be restricted to events or actions of unusual significance and scope, which will be happy to receive and forward to the Civil Service Commission.

Supplement 2 should be removed from your file of active Secretary's Memoranda.

J. Paul Campbell

Secretary of Agriculture

J. Paul Campbell

Acting Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

Office of the Secretary
Washington, D. C. 20250

October 27 1965

SECRETARY'S MEMORANDUM NO. 1589

Planning - Programming - Budgeting System

The President has directed that we install an integrated Planning-Programming-Budgeting system.

The new system will improve the program and budget decision-making process by providing more effective information for all of us to use in allocating resources to accomplish our predetermined objectives.

Specialized staff assistance is essential to the successful operation of this system. Permanent Department and agency planning and programming staffs, operating within the framework of overall policy guidance, will --

- * Conduct comprehensive reviews to define program objectives in specific terms capable of being analyzed, with definite time periods in which the objectives are to be accomplished. In order to make intelligent budget choices, we must be able to analyze the output of a program and compare what we get with what we have to pay. To do this we must be specific about program objectives.
- * Identify concrete measures of program effectiveness. To improve the decision-making process we will have to go beyond formulating our objectives more clearly and analytically. The second major task will be to develop "indicators" that tell us how well -- or poorly -- we are doing. It will not be easy to get simple measures that can tell us how we are doing but I believe we can develop measures of effectiveness that are not only useful but essential if we are to understand how our programs contribute to our objectives.
- * Develop and compare alternative ways of accomplishing objectives. The third crucial step in this process is the development and comparison of alternative ways of doing the job. We need to examine and re-examine existing programs as well as new ones in our search for better alternatives.

These tasks cannot be carried out on a short-term, ad hoc basis. Instead, it calls for a continuing effort to study our existing and proposed programs in the needed depth. We need to deepen our understanding about objectives

and measures of effectiveness and to develop increasingly better alternatives over time. To do this requires that we establish a planning-programming-budgeting staff of highly competent people throughout the Department. They will prepare a comprehensive multi-year Program and Financial Plan for approval by the Secretary. Annual budget decisions will be based upon the Program and Financial Plan and Special Studies.

In initiating the system, programs will be grouped according to their major objectives or missions.

In many cases, these groupings will cut across agency lines.

In regrouping programs into a structure that will facilitate meaningful analysis, the staffs will be asking the following questions:

What do we do (program)?

Why do we do it (objective)?

How are we doing (output in relation to our objectives -- i.e., RESULTS)?

Although the Under Secretary has primary responsibility for establishing the system and for coordinating its operation, the Program and Budget Review Committee will continue to provide a means for coordinated policy review of program and budget issues, and I will personally participate in the evaluation and approval of the Department's Program and Financial Plan.

A staff is being established in the Office of the Secretary to coordinate and conduct special studies; review and help prepare the Program and Financial Plan; and analyze the effectiveness of programs designed to achieve major Department objectives. This staff will be directed by Howard W. Hjort who is hereby designated Special Assistant to the Under Secretary. The Director and his staff will work in close cooperation with the agencies and staff offices of the Department. Their work will be carefully coordinated with the work of the Office of Budget and Finance.

Each agency head will take action to assure that he has adequate staff resources available to analyze the effectiveness of agency programs and participate in special studies. At a minimum, the head of each of the following agencies should take immediate steps to select or designate a staff or highly competent persons who will be available to assist him on a full-time basis in this effort:

Agricultural Research Service	Foreign Agricultural Service
Agricultural Stabilization and Conservation Service	Forest Service
Consumer and Marketing Service	Rural Electrification Administration
Farmers Home Administration	Soil Conservation Service

Agency staffs will report directly to the agency head. Guidance and assistance in determining personnel requirements and functions of the agency staffs may be obtained from the Director of the Department's staff. The names of persons selected should be furnished to the Director as soon as possible -- but not later than November 30.

More detailed procedural instructions and guidelines will be issued from time to time. It is vital that we proceed promptly and vigorously to get this system into operation. The President intends to use it for the development of his fiscal year 1968 budget -- a process which will begin within the next three months.

This is a big job -- and a tough one.

The President believes it can be done -- and so do I.

Your effort, ingenuity, and cooperation are needed -- and expected.

Any request for deferment of an employee should be submitted to the Executive Secretary of the Committee on Department of Department Employees. Members of the Committee are:

Orville L. Freeman, Secretary

Orville L. Freeman

SECRETARY

Carl S. Farney, Director of Personnel

Dr. Robert J. Anderson, Deputy Administrator, Agricultural Research Administration - Science

E. O. Anderson, Assistant Director, Office of Personnel, Executive Secretary and alternate member.

The Committee will review before issuance, Office of Personnel Instructions implementing the Department's policy on occupational deferments. It will represent the Department on matters of policy with other agencies of the Federal Government on occupational deferment of Department employees. The Committee is authorized to utilize the services of any Department employee on a non-reimbursable detail basis.

Secretary's Memorandum No. 1470 of October 10, 1961 and Supplement No. 1 of February 18, 1963 are hereby superseded.

Orville L. Freeman
SECRETARY

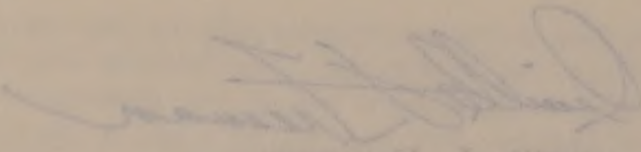
Agency staffs will report directly to the agency head. Guidance and assistance in determining personnel requirements and functions of the agency staffs may be obtained from the Director of the Department's staff. The names of persons selected should be furnished to the Director as soon as possible -- but not later than November 30.

More detailed procedural instructions and guidelines will be issued from time to time. It is vital that we proceed promptly and vigorously to get this system into operation. The President intends to use it for the development of his fiscal year 1968 budget -- a process which will begin within the next three months.

This is a big job -- and a tough one.

The President believes it can be done -- and so do I.

Your effort, ingenuity, and cooperation are needed -- and expected.


Lyndon B. Johnson
PRESIDENT

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington D. C. 20250

October 29 1965

SECRETARY'S MEMORANDUM NO. 1590

Policy on Deferment of Department Employees

Many of our employees are either subject to call to active duty under the Ready Reserve program of the Armed Forces or to induction under Selective Service legislation.

The Department's policy is that no such employee shall be deferred unless his services are absolutely essential to the national security in his present position.

Any request for deferment of an employee should be submitted to the Executive Secretary of the Committee on Deferment of Department Employees. Members of the Committee are:

Joseph M. Robertson, Assistant Secretary for Administration,
Chairman

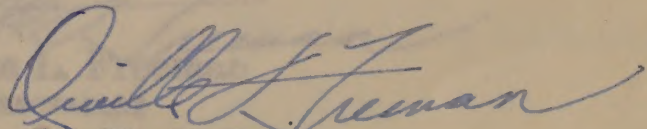
Carl B. Barnes, Director of Personnel

Dr. Robert J. Anderson, Deputy Administrator, Agricultural
Research Administration *Service*

C. O. Henderson, Assistant Director, Office of Personnel,
Executive Secretary and alternate member.

The Committee will review before issuance, Office of Personnel instructions implementing the Department's policy on occupational deferments. It will represent the Department on matters of policy with other agencies of the Federal Government on occupational deferment of Department employees. The Committee is authorized to utilize the services of any Department employees on a non-reimbursable detail basis.

Secretary's Memorandum No. 1470 of October 20, 1961 and Supplement No. 1 of February 19, 1965 are hereby superseded.


Orville L. Freeman
SECRETARY

COMMITTEES (*Deferment of Department Employees*)

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington D. C. 20250

October 29 1965

SECRETARY'S MEMORANDUM NO. 1570

Policy on Deferral of Department Employees

Many of our employees are either subject to call to active duty under the Ready Reserve program of the Armed Forces or to induction under Selective Service legislation.

The Department's policy is that no such employee shall be deferred unless his services are absolutely essential to the national security in his present position.

Any request for deferral of an employee should be submitted to the Executive Secretary of the Committee on Deferral of Department Employees. Members of the Committee are:

Joseph M. Robertson, Assistant Secretary for Administration,
Chairman

Carl B. Barnes, Director of Personnel

Dr. Robert J. Anderson, Deputy Administrator, Agricultural
Research Administration

C. O. Henderson, Assistant Director, Office of Personnel,
Executive Secretary and alternate member.

The Committee will review before issuance, Office of Personnel instructions implementing the Department's policy on occupational deferments. It will represent the Department on matters of policy with other agencies of the Federal Government on occupational deferment of Department employees. The Committee is authorized to utilize the services of any Department employee on a non-reimbursable detail basis.

Secretary's Memorandum No. 1470 of October 20, 1961 and Supplement No. 1 of February 19, 1962 are hereby superseded.

Orville L. Freeman
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel
Washington, D.C. 20250

February 24 1966

SECRETARY'S MEMORANDUM NO. 1590, REVISED

Policy on Deferment of Department Employees

Many of our employees are either subject to call to active duty under the Ready Reserve program of the Armed Forces or to induction under Selective Service legislation.

The Department's policy is that no such employee shall be deferred unless his services are absolutely essential to the national security in his present position.

Any request for deferment of an employee should be submitted to the Executive Secretary of the Committee on Deferment of Department Employees. Members of the Committee are:

Joseph M. Robertson, Assistant Secretary for Administration,
Chairman

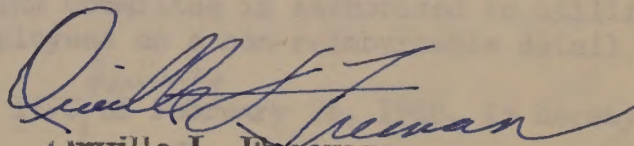
Carl B. Barnes, Director of Personnel

Dr. Robert J. Anderson, Deputy Administrator, Agricultural
Research Service

Robert P. Beach, Deputy Administrator, Agricultural Stabilization
and Conservation Service, Executive Secretary and alternate
member.

The Committee will review before issuance, Office of Personnel instructions implementing the Department's policy on occupational deferments. It will represent the Department on matters of policy with other agencies of the Federal Government on occupational deferment of Department employees. The Committee is authorized to utilize the services of any Department employees on a non-reimbursable detail basis.

Secretary's Memorandum No. 1590 of October 29, 1965, is hereby superseded.


Orville L. Freeman
SECRETARY

COMMITTEES

(Deferment of USDA Employees)

February 24 1966

SECRETARY'S MEMORANDUM NO. 1590, REVISED

Policy on Deferral of Department Employees

Many of our employees are either subject to call to active duty under the Ready Reserve program of the Armed Forces or to induction under Selective Service legislation.

The Department's policy is that no such employee shall be deferred unless his services are absolutely essential to the national security in his present position.

Any request for deferral of an employee should be submitted to the Executive Secretary of the Committee on Deferral of Department Employees. Members of the Committee are:

Joseph M. Robertson, Assistant Secretary for Administration,
Chairman

Carl E. Barnes, Director of Personnel

Dr. Robert J. Anderson, Deputy Administrator, Agricultural
Research Service

Robert F. Beach, Deputy Administrator, Agricultural Stabilization
and Conservation Service, Executive Secretary and alternate
member.

The Committee will review before issuance, Office of Personnel instructions implementing the Department's policy on occupational deferments. It will represent the Department on matters of policy with other agencies of the Federal Government on occupational deferment of Department employees. The Committee is authorized to utilize the services of any Department employees on a non-reimbursable basis.

Secretary's Memorandum No. 1590 of October 29, 1965, is hereby superseded.

Uville L. Freeman
SECRETARY

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

December 20 1968

SECRETARY'S MEMORANDUM NO. 1590, REVISED

Policy on Deferment of Department Employees

Many of our employees are either subject to call to active duty under the Ready Reserve program of the Armed Forces or to induction under Selective Service legislation.

The Department's policy is that no such employee shall be deferred unless his services are absolutely essential to the national security in his present position.

Any request for deferment of an employee should be submitted to the Executive Secretary of the Committee on Deferment of Department Employees. Members of the Committee are:

Joseph M. Robertson, Assistant Secretary for Administration,
Chairman

Dr. Robert J. Anderson, Deputy Administrator, Agricultural
Research Service

Kenneth E. Grant, Associate Administrator, Soil Conservation
Service

Carl B. Barnes, Director of Personnel, Executive Secretary
and alternate member.

The Committee will review before issuance, Office of Personnel instructions implementing the Department's policy on occupational deferments. It will represent the Department on matters of policy on occupational deferments of Department employees. The Committee is authorized to utilize the services of any Department employees on a non-reimbursable detail basis.

Secretary's Memorandum No. 1590, ^{Revised,} of February 24, 1966, is hereby superseded.

Quill F. Furman

Processed For Reproduction
Secretary's Record & Comm. Div.

COMMITTEES

Deferment of Dept. Employees

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

December 20 1966

SECRETARY'S MEMORANDUM NO. 1590, REVISED

Policy on Deferral of Department Employees

Many of our employees are either subject to call to active duty under the Ready Reserve program of the Armed Forces or to induction under Selective Service legislation.

The Department's policy is that no such employee shall be deferred unless his services are absolutely essential to the national security in his present position.

Any request for deferral of an employee should be submitted to the Executive Secretary of the Committee on Deferral of Department Employees. Members of the Committee are:

Joseph M. Robertson, Assistant Secretary for Administration,
Chairman

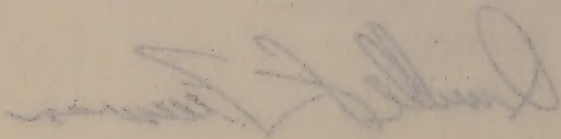
Dr. Robert J. Anderson, Deputy Administrator, Agricultural
Research Service

Kenneth E. Grant, Associate Administrator, Soil Conservation
Service

Carl B. Barnes, Director of Personnel, Executive Secretary
and alternate member.

The Committee will review before issuance, Office of Personnel instructions implementing the Department's policy on occupational deferments. It will represent the Department on matters of policy on occupational deferments of Department employees. The Committee is authorized to utilize the services of any Department employees on a non-retainable detail basis.

Secretary's Memorandum No. 1590 of February 24, 1966, is hereby superseded.



Processed for Reproduction
Secretary's Record & Comm. Div.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

May 18 1970

SECRETARY'S MEMORANDUM NO. 1590, REVISED

Policy on Deferment of Department Employees

Many of our employees are either subject to call to active duty under the Ready Reserve program of the Armed Forces or to induction under Selective Service legislation.

The Department's policy is that no such employee shall be deferred unless his services are absolutely essential to the national security in his present position.

Any request for deferment of an employee should be submitted to the Executive Secretary of the Committee on Deferment of Department Employees. Members of the Committee are:

Joseph M. Robertson, Assistant Secretary for Administration,
Chairman

William E. Galbraith, Deputy Under Secretary

Kenneth E. Grant, Administrator, Soil Conservation Service

Francis R. Mangham, Deputy Administrator, Agricultural Research
Service

Carl B. Barnes, Director of Personnel, Executive Secretary and
alternate member.

The Committee will review before issuance, Office of Personnel instructions implementing the Department's policy on occupational deferments. It will represent the Department on matters of policy on occupational deferments of Department employees. The Committee is authorized to utilize the services of any Department employees on a non-reimbursable detail basis.

Secretary's Memorandum No. 1590, Revised, of December 20, 1968, is hereby superseded.

Clifford M. Hardin

COMMITTEES (Deferment of Department Employees)

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

May 18 1970

SECRETARY'S MEMORANDUM NO. 1590, REVISED

Policy on Deferral of Department Employees

Many of our employees are either subject to call to active duty under the Ready Reserve program of the Armed Forces or to induction under Selective Service legislation.

The Department's policy is that no such employee shall be deferred unless his services are absolutely essential to the national security in his present position.

Any request for deferral of an employee should be submitted to the Executive Secretary of the Committee on Deferral of Department Employees. Members of the Committee are:

Joseph M. Robertson, Assistant Secretary for Administration,
Chairman

William E. Galbraith, Deputy Under Secretary

Kenneth E. Grant, Administrator, Soil Conservation Service

Francis R. Mangham, Deputy Administrator, Agricultural Research Service

Carl B. Barnes, Director of Personnel, Executive Secretary and alternate member.

The Committee will review before issuance, Office of Personnel instructions implementing the Department's policy on occupational deferrals. It will represent the Department on matters of policy on occupational deferrals of Department employees. The Committee is authorized to utilize the services of any Department employee on a non-reimbursable detail basis.

Secretary's Memorandum No. 1590, Revised, of December 20, 1968, is hereby superseded.

Clifford M. Stinson

COMMITTEE ON DEFERRAL OF DEPARTMENT EMPLOYEES

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
Washington, D.C. 20250

October 14 1971

SECRETARY'S MEMORANDUM NO. 1590, REVISED

Policy on Deferment of Department Employees

Many of our employees are either subject to call to active duty under the Ready Reserve program of the Armed Forces or to induction under Selective Service legislation.

The Department's policy is that no such employee shall be deferred unless his services are absolutely essential to the national security in his present position.

Any request for deferment of an employee should be submitted to the Executive Secretary of the Committee on Deferment of Department Employees. Members of the Committee are:

Frank B. Elliott, Assistant Secretary for Administration,
Chairman

William E. Galbraith, Deputy Under Secretary

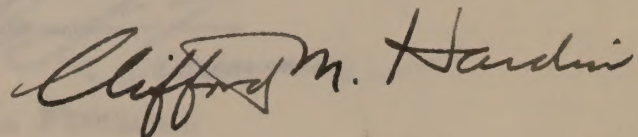
Kenneth E. Grant, Administrator, Soil Conservation Service

Everett H. F. Felber, Deputy Administrator for Management,
Agricultural Stabilization and Conservation Service

Sylvester B. Pranger, Director of Personnel, Executive Secretary
and alternate member.

The Committee will review before issuance, Office of Personnel instructions implementing the Department's policy on occupational deferments. It will represent the Department on matters of policy on occupational deferments of Department employees. The Committee is authorized to utilize the services of any Department employees on a non-reimbursable detail basis.

Secretary's Memorandum No. 1590, Revised, of May 18, 1970, is hereby superseded.



Clifford M. Hardin
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

November 1 1965

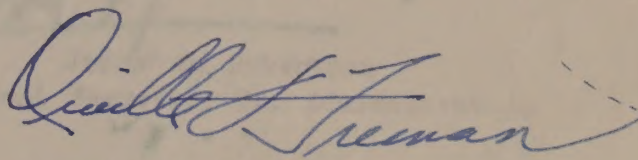
SECRETARY'S MEMORANDUM NO. 1591

Transfer of Fertilizer Statistical Activity

1. PURPOSE. The fertilizer statistical activity now carried out by the Agricultural Research Service is concerned with developing information on the consumption of fertilizers and plant nutrients basic to studies of trends in the use of such commodities; the planning of programs for fertilizer production; and the forecasting of requirements. This activity is in many respects related to the preparation of estimates and reports of production, supply, and other aspects of the agricultural economy carried out by the Statistical Reporting Service. Therefore, on the basis of recent reviews and reassessments of programs of the Agricultural Research Service and in a continuing effort to strengthen and more closely coordinate the activities of the Department, I am directing the transfer of all fertilizer statistical functions from the Agricultural Research Service to the Statistical Reporting Service.

2. TRANSFER EFFECTIVE IMMEDIATELY. Pursuant to the provisions of Reorganization Plan No. 2 of 1953, which became effective June 4, 1953, under terms of the Reorganization Act of 1949, as amended (5 U.S.C. 133z), all fertilizer statistical functions now administered by the Agricultural Research Service are transferred to the Statistical Reporting Service, effective immediately.

3. INCIDENTAL TRANSFERS. The Assistant Secretary for Administration will approve such transfer of records, property, space and personnel, employment ceilings, and make such funding arrangements as are involved in the transfer approved in this memorandum.



Orville L. Freeman
SECRETARY

ORGANIZATION 1 (ARS)

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

November 1, 1955

SECRETARY'S MEMORANDUM NO. 1571

Transfer of Fertilizer Statistical Activity

1. PURPOSE. The fertilizer statistical activity now carried out by the Agricultural Research Service is concerned with developing information on the consumption of fertilizers and plant nutrients; the planning of programs for fertilizer production; and the forecasting of requirements. This activity is in many respects related to the preparation of estimates and reports of production, supply, and other aspects of the agricultural economy carried out by the Statistical Reporting Service. Therefore, on the basis of recent reviews and reassessments of programs of the Agricultural Research Service and in a continuing effort to strengthen and more closely coordinate the activities of the Department, I am directing the transfer of all fertilizer statistical functions from the Agricultural Research Service to the Statistical Reporting Service.

2. TRANSFER EFFECTIVE IMMEDIATELY. Pursuant to the provisions of Reorganization Plan No. 2 of 1953, which became effective June 4, 1953, under terms of the Reorganization Act of 1949, as amended (5 U.S.C. 1332), all fertilizer statistical functions now administered by the Agricultural Research Service are transferred to the Statistical Reporting Service, effective immediately.

3. INCIDENTAL TRANSFERS. The Assistant Secretary for Administration will approve such transfer of records, property, space and personnel, employment ceilings, and make such funding arrangements as are involved in the transfer approved in this memorandum.

Orville L. Morgan
Secretary



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON

November 10 1965

SECRETARY'S MEMORANDUM NO. 1592

Centralized Mail Distribution System

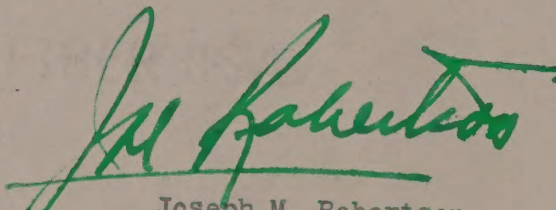
ESTABLISHMENT OF NEW MAIL SYSTEM. Effective immediately, the Office of Plant and Operations is assigned responsibility for placing in operation a centralized mail distribution system in the downtown USDA complex. This system is to be based upon proposals submitted by the Department's Mail Operations Task Force in March, 1965. Plan "A" of the task force proposals provides for a system of efficient delivery and dispatch of both internal and external mail, and this is the plan adopted. The Office of Plant and Operations will also exercise management responsibility over the total Department mail system.

SCHEDULE. Because of the broad changes to be made, and the desire to phase in operations with a minimum of disruption, final implementation may not be completed until December 31, 1966. However, all operations will begin adjusting as soon as possible.

COST REDUCTION. It is estimated that a substantial cost reduction can be achieved when the new system is fully installed. It will be necessary for all concerned to work closely with the Office of Plant and Operations to install the system as soon as possible.

INCIDENTAL TRANSFERS. The Assistant Secretary for Administration will approve such transfers of funds, records, property, space, and personnel as are involved in the organizational assignments resulting from the memorandum.

ADDITIONAL INFORMATION. The Office of Plant and Operations will provide information that outlines the main features of the plan and explain its application.


Joseph M. Robertson
Assistant Secretary for Administration



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON

November 10, 1965

SECRETARY'S MEMORANDUM NO. 1572

Centralized Mail Distribution System

ESTABLISHMENT OF NEW MAIL SYSTEM. Effective immediately, the Office of Plans and Operations is assigned responsibility for placing in operation a centralized mail distribution system in the downtown USDA complex. This system is to be based upon proposals submitted by the Department's Mail Operations Task Force in March, 1965. Plan No. 40 of the task force proposals provides for a system of efficient delivery and dispatch of both internal and external mail, and this is the plan adopted. The Office of Plans and Operations will also exercise management responsibility over the local Department mail system.

SCHEDULE. Because of the broad changes to be made, and the desire to phase in operations with a minimum of disruption, final implementation may not be completed until December 31, 1966. However, all operations will begin adjusting as soon as possible.

COST REDUCTION. It is estimated that a substantial cost reduction can be achieved when the new system is fully installed. It will be necessary for all concerned to work closely with the Office of Plans and Operations to install the system as soon as possible.

ORGANIZATIONAL TRANSFERS. The Assistant Secretary for Administration will approve such transfers of funds, records, property, space, and personnel as are involved in the organizational assignments resulting from the memorandum.

ADDITIONAL INFORMATION. The Office of Plans and Operations will provide information that outlines the main features of the plan and explain its application.

[Signature]
James M. Eastman
Assistant Secretary for Administration